



Years

E D W A R D

H I N E S

L U M B E R



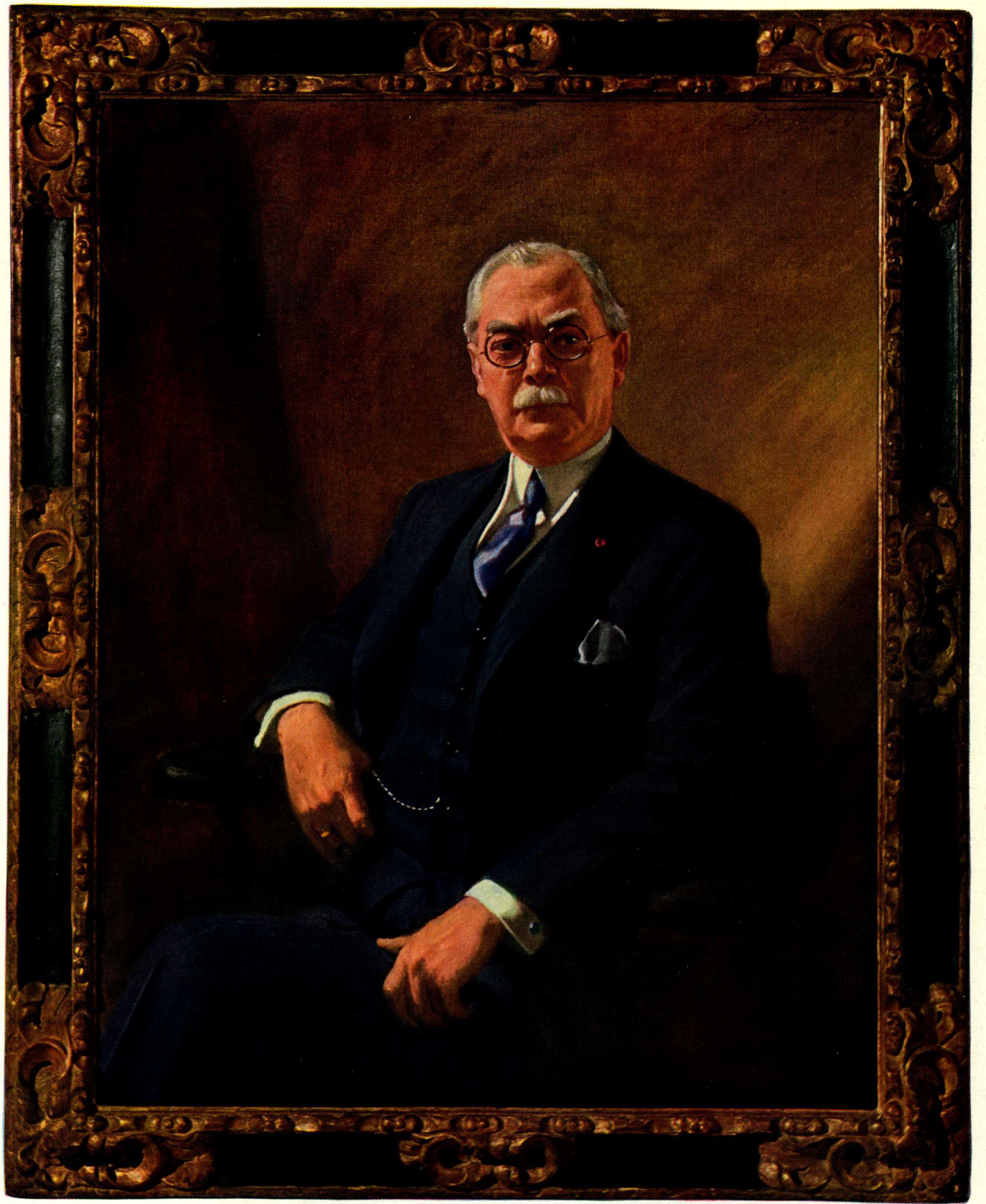
E D W A R D
H I N E S
L U M B E R C O.

Commemorating A PIONEER IN THE NATION'S OLDEST
INDUSTRY . . THE COMPANY WHICH BEARS HIS NAME
AND THEIR FIRST HALF-CENTURY OF ACCOMPLISHMENT



LOGGING . . .
50 Years Ago

THE *Modern Way*
of LOGGING



1865 . *Edward Hines* . 1951



*H*ERE WE SEE EDWARD HINES, at 33, sitting as head of his own company in the very office of the former S. K. Martin Lumber Company where, at 14, he once worked as office boy. Beside him is Edward H. Thomas, his stenographer, who later became treasurer of the Edward Hines Lumber Company. Mr. Hines bought out his former employer in 1896, only four years after launching his own enterprise; and from this humble beginning expanded the business to its present proportions. This same office—today the oldest in Chicago's lumber district—can still be seen as part of the company's Main Yard.



"There is no good reason why reforestation cannot be undertaken, and the lumber business be made as perpetual in America as the growing of wheat."

—EDWARD HINES (in 1920)

THE public statement quoted above typifies the basic breadth and sincerity of Edward Hines' business philosophy, and the expression of it in a career of conspicuous accomplishment.

To that career, which was entered upon at an age when most boys are still engaged with schoolbooks and the "fun of growing up," he devoted his years and energies up to its very close. Business, with him, was both vocation and avocation. Throughout his life he invested endless hours in a vigorous program of improvement for the industry his enterprise represented . . . and gave himself wholeheartedly to constructive social and public objectives.

The 80's and 90's of his early experience were a rough-and-tumble time. He was strictly "on his own," and made his way unfavored by circumstance. Opposed to his ideas and undertakings were older men and long-established business routines—the fact that he succeeded, in a sense much broader than the merely commercial, attests certain exceptional qualities.

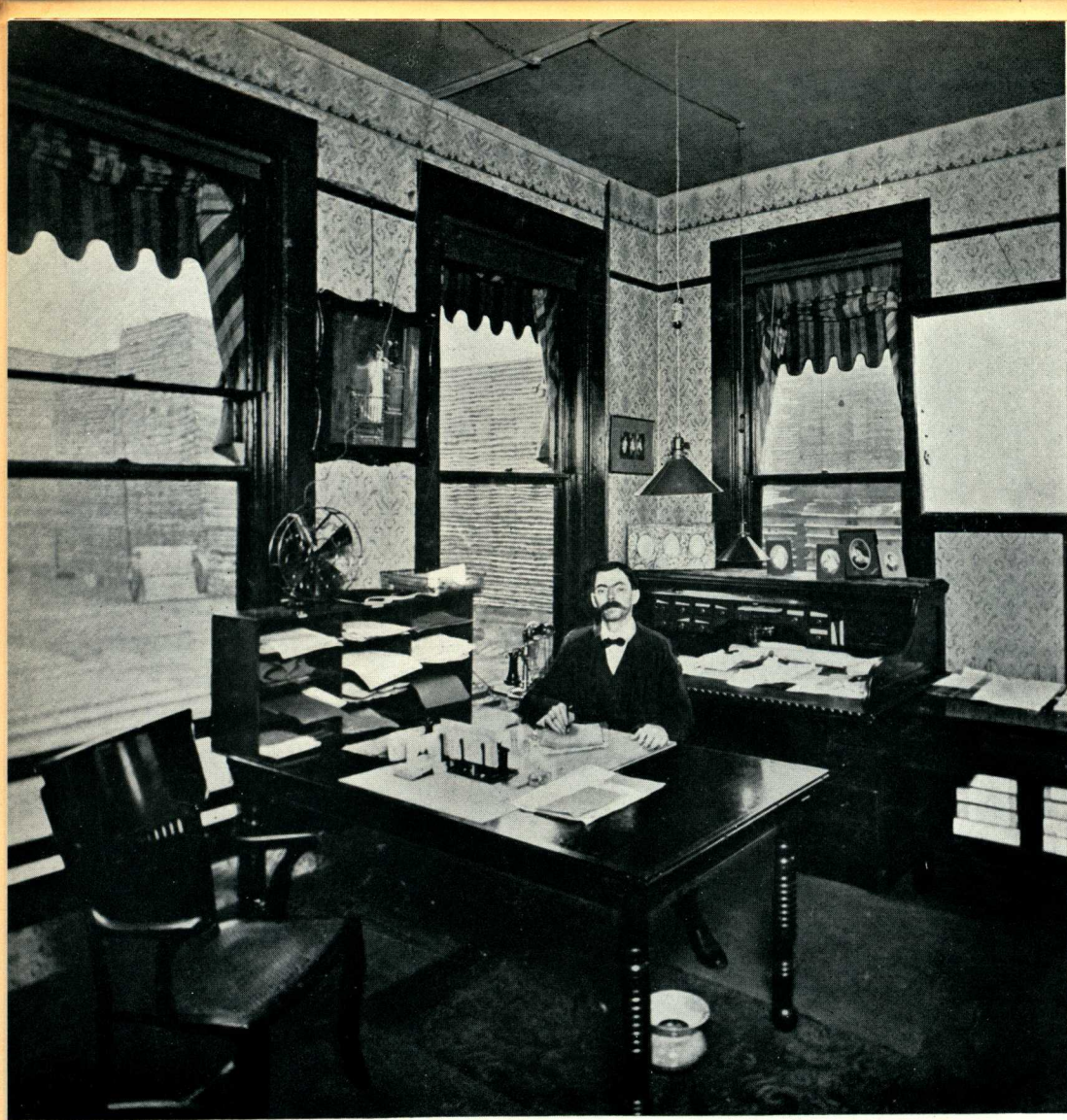
Chief of these, perhaps, was inflexibility of purpose. He believed in accomplishment. Hence he worked while others played. He believed in first-hand knowledge—and this a profound memory, keen observation, and insistence on sticking to facts, supplied. But most he valued—and improved to the limits of a tenacious will and purpose—the equality of opportunity afforded by a truly free America. No man held a more

articulate faith in his time and land, as the arena where individual initiative, sacrifice and incentive could, on sheer industry and merit, carve out an enduring success.

Coupled with these traits was his deep conviction that the way to such success lay in progressively giving the ultimate consumer better quality and better service. At the same time, shrewd ability to judge character, and the courage to invest in it, early led him to surround himself with men of like earnestness and integrity, so that he could realize his ambitions for betterment through an organization of national scope.

Personal characteristics which endeared him equally to intimates, associates and acquaintances, were a keen sense of humor, unstinted generosity, genuine consideration for the other fellow, and sympathetic understanding of youth. The highest executive and the humblest worker in the timberlands alike felt the warmth of his unselfishness. It was expressed in many forms: from the establishing of simple protective measures for safeguarding the welfare of his own workers, to instituting and carrying through to fulfillment many public benefactions.

Edward Hines looked far ahead, as well as keenly about him. He built broadly, as well as deeply. The organization he founded commemorates his achievements with pride—but above all else, cherishes the memory of his character and example with affection.



THE CURTAIN RISES

ON A MARCH DAY of the year 1892, a young man of 29 sits pen in hand at a desk, taking a last look at some papers awaiting his signature. He reflects for a moment. Here is indeed a fateful step! Working for others, he has come far; but from now on, he will be working for himself. Can he go farther? Or will he fumble and flounder for a few years—then fail? . . . He has pondered these questions before. He signs.

Outside rises a familiar commotion. Whistles from the river; clattering drays; horses' hoofs sharp on cobblestone. Clanging cable-cars punctuate the din. Everywhere are the vociferous scenes and sounds of a brawling, sprawling prairie city. Only 60 years new, but already host to a million and a half people, the Chicago of fifty years ago was hard-working, fast-living—going places headlong . . . The symmetrical book-keeper's script of the signature reads "Edward Hines." Under way is the first act in a momentous drama: that of three co-workers of former days, adventuring into the rough-fisted and ruthless arena of the lumbering industry. With Edward Hines as president, L. L. Barth as vice-president, and C. F. Wiehe as secretary, the newly-formed Edward Hines Lumber Company, capitalized at \$200,000, will shortly begin operations.

The step was fateful in more meanings than one. The times were plenty tough—for weaklings, impossible. Chicago—busy, burly, girding its loins to launch its great World's Columbian Exposition, only a year away—had already set the pace that kills off the timid. The pace of Palmers, Fields, Ryersons,

In the early days, it took many hours of hard work to accomplish tasks that take but a few minutes today. Letters had to be laboriously written by hand; there weren't any calculating machines to speed up the job of office routine; and although there were telephones, this instrument was far from being a universal means of short and long distance communication.

It was a matter of brawn and muscle in the woods and the lumber yards; a matter of brains and untiring diligence in the office; and twelve-hour days to carry on the ordinary functions of a lumber business. Couple with this the trials and tribulations of a young business, and you have the picture of the Edward Hines Lumber Co. in 1892. It is to the eternal credit of the pioneers of the company that they accomplished so much with so little to help them.



Burnhams, Armours . . . a dozen others of this brawny city's shrewd, self-made pioneers.

But our trio were not without abundant training in that era's School of Hard Knocks. Edward Hines himself, born in Buffalo at the height of the Civil War, and the eldest in a family of one son and six daughters, had known Chicago days and ways ever since his removal there in 1865. Staunch Americans, his parents, Peter Hines and Rose McGarry, saw in this western city what their son later proved it to possess: unlimited opportunity for those worthy of it—a true metropolis of doers. Following the usual schooldays, Mr. Hines' first casual jobs were those of errand-boy for a grocery, and tally boy for a lumber commission firm—then, at 14, he became office-boy with S. K. Martin & Co., lumber wholesalers.

Here he stayed for the next seven years—first as book-keeper and general factotum; then for four years as a traveling salesman, covering the prairie states, and cultivating at first-hand hundreds of retailers and industrialists. An intensive and extensive lumber training so well improved that stories of his selling exploits survive to this day. By 1884, the firm was reorganized as the S. K. Martin Lumber Company, and with such energy and initiative had Edward Hines done his job that at 21 he was made its secretary and treasurer.

A NEWCOMER AMONG OLD-TIMERS

In this capacity he continued working arduously, learning eagerly, and alert constantly to improve traditional methods. Keenly progressive among a group of bearded old-timers who had "settled down" long before he started up, he insisted on installing a male stenographer and the first telephone in Chicago's lumber district—both, of course, in spite of his employer's skepticism.

No sudden or idle notions had motivated these men in their

new undertaking. Edward Hines' own reasons were clear-cut and well-founded. Fifteen years' experience with S. K. Martin had convinced him that the only way to capitalize his abilities, and realize ambitions that were being stifled under present conditions, was to launch into business for himself. It had also shown him, as he traveled up and down the vast, fast-growing Middle West, a vivid vision of the future ahead of these central states—and of Chicago's own unquestioned destiny as the hub of their expansion. He saw, too, interwoven with the exciting postwar rebuilding and outspreading of city and states, the tremendous part which lumber itself would play in that destiny . . . for housing, shipping, transportation, and industrial construction. Not least, his keen, instinctive sales-sense pointed, even then, to a hundred-and-one future improvements, both in lumber's manufacture and in its merchandising.

The lay reader of today can scarcely appreciate how primitive those methods were—yet how tremendous, in spite of them, Chicago's lumber industry had grown to be. As early as 1850, the city was already a market of the first magnitude for white pine shipped by boat from the forests of the northern Lake states; and by the turn of the century lumbering had become Chicago's largest industry.

Yet at the time Edward Hines started business in 1892, sources of supply on the shores of the Great Lakes were declining, and with many misgivings Chicago operators looked askance at the future. Lumber manufacturing had sprung up inland; and they saw the picturesque lumber fleets of the 70's, 80's and 90's eventually disappearing, along with the security of their business. As a youth in the 80's, Edward Hines had counted 135 to 150 vessels tied up along the Chicago River from its mouth to the Madison Street bridge; and the firm of S. K. Martin & Co., where he worked, was one of approximately a hundred lumber yards lining the river.





Let us reminisce with Edward Hines for a moment regarding the primitive procedures of fifty years ago. "The sawmill operator of that period was not a merchandiser. His whole occupation was to fall, saw, and ship the complete product of the log. During the months when navigation was open in the Great Lakes, these stocks were loaded on boats of varying capacity and shipped to Chicago . . . This lumber was not planed; it was not sorted for width, thickness, or length; and the grades were intermingled, including everything from ordinary boxing to clears. These cargoes were for the most part consigned to commission brokers, who represented the mill owners and, for a fee, sold the lumber to large yards which lined the banks of the river on the southwest side of the city. Here the lumber was unloaded onto docks, and placed in huge storage piles. As orders came in from the city, or from country towns, the lumber was taken from a pile of given size and grade, dressed at the yard's planing mill, and shipped to destination."

Little wonder Edward Hines, already a seasoned salesman intimately acquainted with the whole Central West market, saw behind and beyond these rudimentary practices a new lumbering epoch that he felt sure he and his associates could ultimately bring to pass! And from the very start, fortune



seemed to favor that resolution. In this first autumn, 1892, he showed the caliber of his practical daring by the \$200,000 purchase of a Chicago agent's entire stock; and in the first year the firm's volume ran to some 98 million feet—close to the city's all-time record for a single lumber organization.

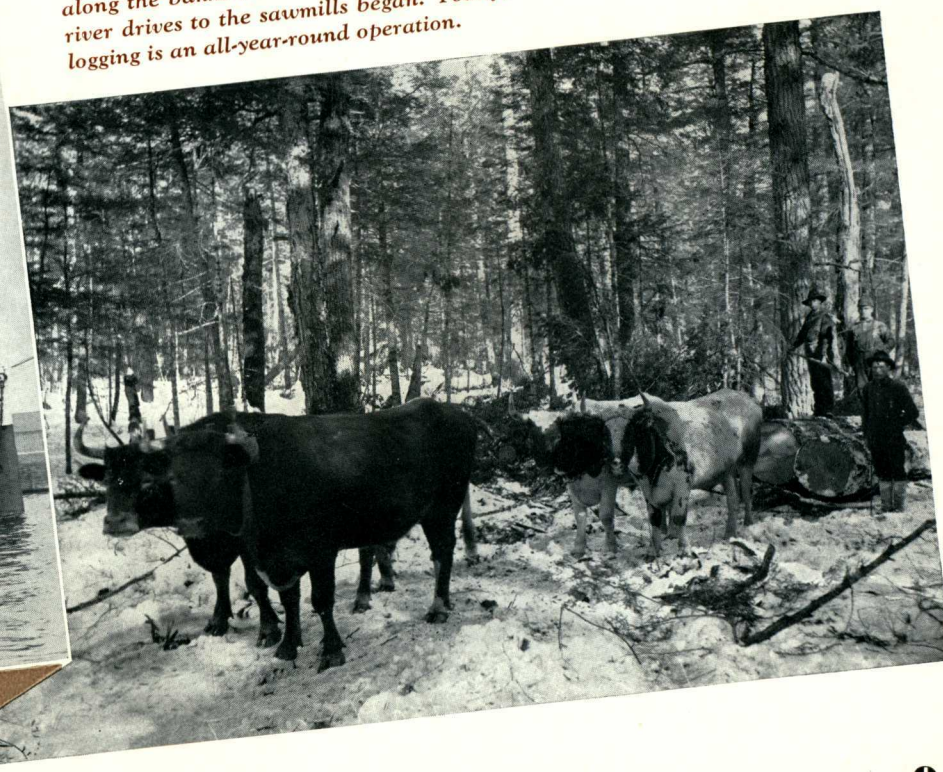
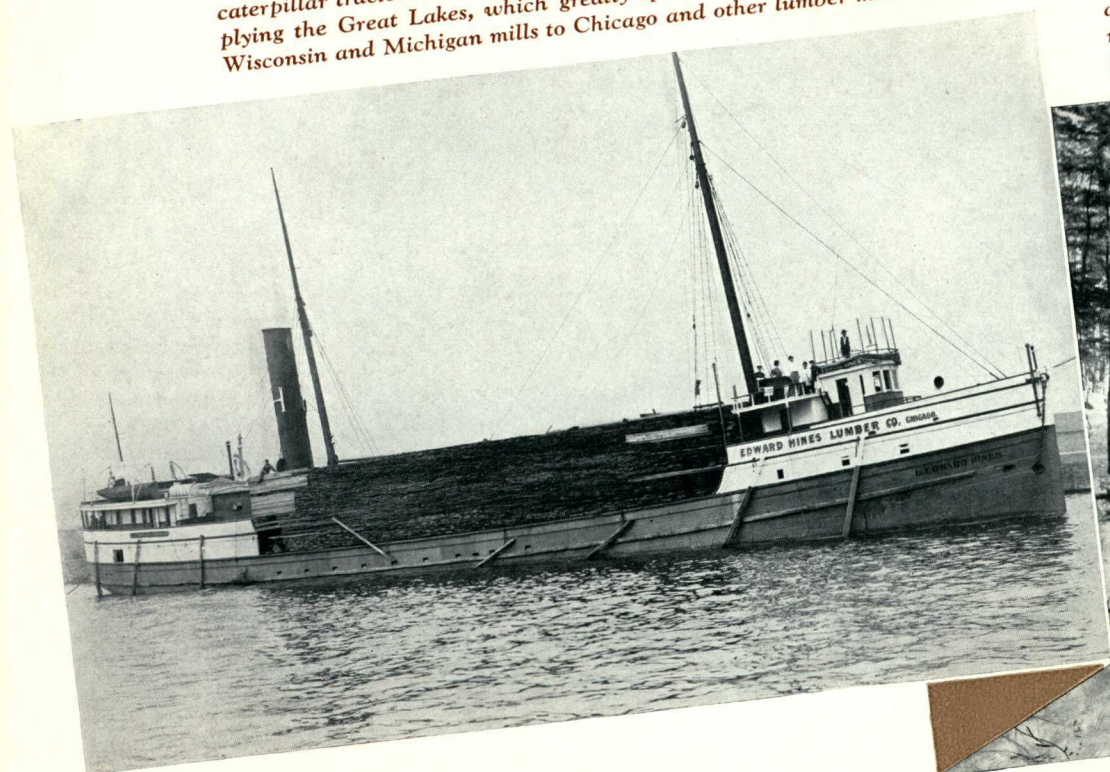
Not all, of course, was mere "good fortune"—for Edward Hines and his associates already enjoyed a reputation for thorough knowledge of the business, scrupulous principles of fair dealing, and boundless industry and determination.

This not only assured them of credit backing in the crucial "panic" days of 1893 to 1897, but won them the complete confidence of millmen. So rapidly, indeed, did the company expand in this progressive fashion, that, in four short years from its inception, Edward Hines had the satisfaction—in the Spring of 1896—of sitting in S. K. Martin's chair as proprietor of his own business, having purchased the S. K. Martin Lumber Company "lock, stock and barrel."

Contracts for single boatloads grew to cover a mill's entire seasonal production; and it wasn't long before the company was in position to purchase more lumber than its yard could accommodate. Vessels were chartered to carry cargoes not

Ready acceptance of new improved ways of doing things has always been a characteristic of the Edward Hines Lumber Co. A long time before the world ever dreamed of the mechanical marvels that make year-round logging possible today, Hines pioneered in employing steam haulers—the ancestors of today's caterpillar tractor. Another Hines "first" was a fleet of steam-powered boats plying the Great Lakes, which greatly speeded up delivery of lumber from Wisconsin and Michigan mills to Chicago and other lumber markets.

Because of transportation difficulties, logging in the old days was confined to the winter months, when the ground was frozen hard and covered with snow. Logs were skidded to the loading decks and then loaded on big sledges, which were pulled by horses or oxen to the river banks. There the logs were decked along the banks and on the ice to await the spring thaw, when the colorful river drives to the sawmills began. Today, with trucks, tractors and railroads, logging is an all-year-round operation.

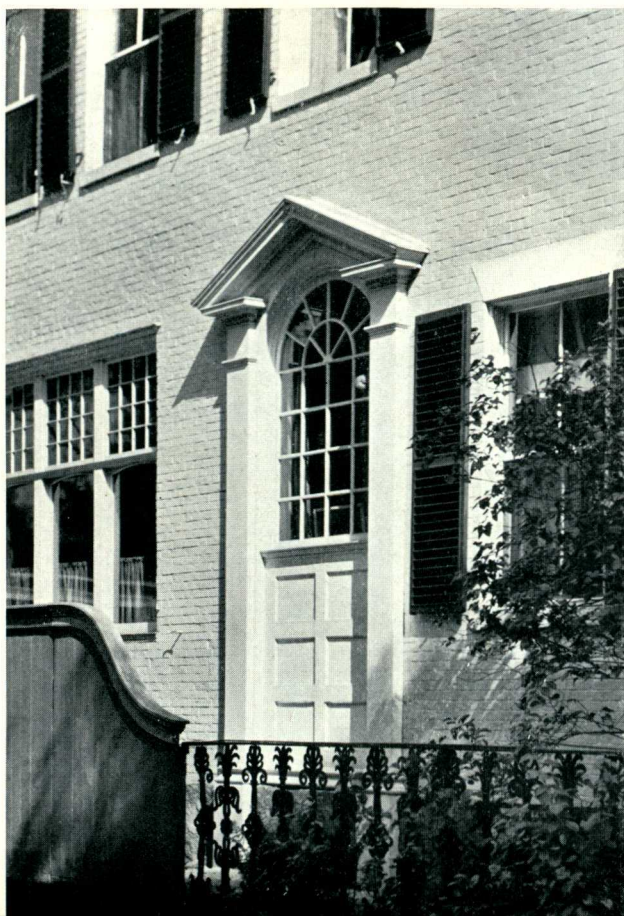




Mount Vernon

Home of George Washington started in 1742—built of lumber cut principally on his estate. While portions of the building have been restored, the main section is as originally constructed. The mansion itself reflects the classic influence so popular in colonial architecture, embodying as a striking feature an unusual exterior treatment of beveled wood panels.

A decorative pedimented window, with a door effect, taken from an early house in Salem, Massachusetts. The sunburst design of the window panes, the simple recessed paneling, and the slender and artistic proportions of the columns, combine to make a classic example of the endless possibilities of wood.



This beautiful colonial entrance, on famous Federal Street in Salem, might well serve as a model for all time. Owners and captains of world-circling Clipper ships led a rough and ready commercial life, but found a quiet refuge and an outlet for good taste in beautifully designed homes.

only to Chicago, but to Toledo, Cleveland, Buffalo, and other lake ports, for disposal to wholesale yards in those cities; and a legitimate strategy of that era, typical of Hines' merchandising acumen, was to purchase the product on 90-day notes and sell on 60-day notes, making cash available as obligations matured. This prompt honoring of commitments won millmen's favor, and the proffer of further production.

Thus passed the beginning years, with business volume steadily mounting. As a new century opened, sales had been tripled; and throughout the Middle West this newcomer to Chicago's lumbering domain had distinguished himself as more than the equal of his older competitors. Vigorous salesmanship, plus advanced but constructive operating principles, were the real secret of his success. Among these latter was Edward Hines' early recognition that by exercising needed control and supervision over manufacture at the northern mills, and there segregating lumber sizes and grades, entire carloads of a given quality could be shipped. Savings resulted in both time and cost, particularly in the case of mills remote from lake shipping points, and the mills quickly fell in line with this more progressive, more efficient, policy. Here, as a matter of interest, was born the first idea, or "germ," of the whole subsequent development of Hines' merchandising program.

"CUSTOMER SATISFACTION" FIRST

A further advantage of this new marketing procedure was that, being experienced in its customers' needs—which often varied from standard yard practice—the company could, and did, pass such intimate knowledge on to the millmen . . . frequently enabling them to secure more money for their lumber, while shipping a product better adapted to the buyer's requirements. And here is perhaps as good a place as any to emphasize a radical reversal in point of view, so far as marketing is concerned, which Edward Hines initiated in his first experiences as a salesman—and which this organization has maintained ever since. Namely, the policy that both manufacture and distribution should be based *on the buyer's needs*, not on first making something, and then trying to sell it. Fifty years ago, that axiom was revolutionary; even today, it is frequently more honored in the breach than in the observance. But with Edward Hines, and all who have followed in his steps, it has been a basic to all good business.

This sensitiveness to the "customer satisfaction" side of every Hines sale prompted still another innovation that seems elementary today: delivery on schedule! Boat-owners of those early times were both reluctant and remiss in this respect. Too much so to suit the company—and so, by 1903, it had become owner of the largest lumber-carrying fleet on the Great Lakes;

operating, two years later, twenty-two steamers and barges, with as many more under charter, which transported as high as 15 million feet of lumber a trip. And finally—as a real "merchandising scoop"—Edward Hines sprang a strategy that descended on the lumbering interests of that day like a bomb-shell. It had been the old-timers' custom to sit around their warm stoves through the biting months of winter, and wait for spring arrivals of lumber from the mills. Hines proceeded to employ a different technique. Through those same winter months he combed the north country by rail and horse travel, contracted for lumber movement in the season ahead—and was thus able, months beforehand, to tell his customers what was for sale and when it could be delivered!

Thus were events kept moving. Chicago itself had meantime been growing by leaps and bounds. Stockyards, a new Art Institute, Public Library, "Elevated," industrial buildings, housing . . . all were carried on the crest of its world-famed Columbian Exposition, and in their construction Hines played a significant part. In tempo, too, with Chicago, the whole country was developing, despite the financial stringencies laid upon it. Item for the record at this point was Edward Hines' marriage, on June 12, 1895, to Miss Loretta O'Dowd, of Chicago, their family ultimately consisting of three sons and a daughter. His eldest son, Lieut. Edward Hines, Jr., died in France during World War I.

Among important early developments of the company was

Architectural inspiration for many a modest home has come from the picturesque houses of Cape Cod such as the Atwood House, built in 1752 by Joseph Atwood, "navigator of unfrequented parts." The oldest, and considered the most artistically proportioned, house in Cape Cod's quaint old town of Chatham, its gambrel roof and large center chimney are highlights of the period.





its establishment—based on the necessity for adequate service to local buyers—of one of the country's foremost branch-yard systems, which today encircles Chicago and adjoining communities with facilities for on-the-spot purchase and prompt delivery. Thanks to this development, the contractor or small consumer was able to visit a Hines yard in his neighborhood, inspect the actual materials, and receive them without waiting on two- or three-day delivery by horse-drawn wagon from large concentration yards. In characteristic fashion, too, Edward Hines followed, and capitalized, the terrific railroad expansion of that era—particularly on trans-continental lines—as well as the vigorous building activities of the prairie states and fast-growing southwest. To aid the great Pacificward march of the nation's carriers, thousands of carloads of timber left the Hines yards annually—due to the ability to supply exact sizes and grades suited to such requirements. Similarly, the many Southwestern trips made by Edward Hines and his corps of salesmen resulted in daily loadings of more than 100 cars for movement to those cattle and grain-producing areas, in the very trains that had brought such commodities to the Chicago market! Nor, amid the commercial commotion, were the demands of the south and east forgotten. In every sense the company's expansion was well-rounded; and with enlargement of storage space, and addition of a new planing mill, Chicago headquarters then boasted, as it does today, the most complete lumber yard in the country.

In those early days, it should be remembered, credit in-

formation was meager; bankruptcy laws, as we know them, were undeveloped; and the precipitate expansion of the country favored a maximum of chance-taking. Result: many enterprises were launched without adequate financing, and were often dishonestly or inefficiently managed.

BUILDING MEN—VIA BUSINESS

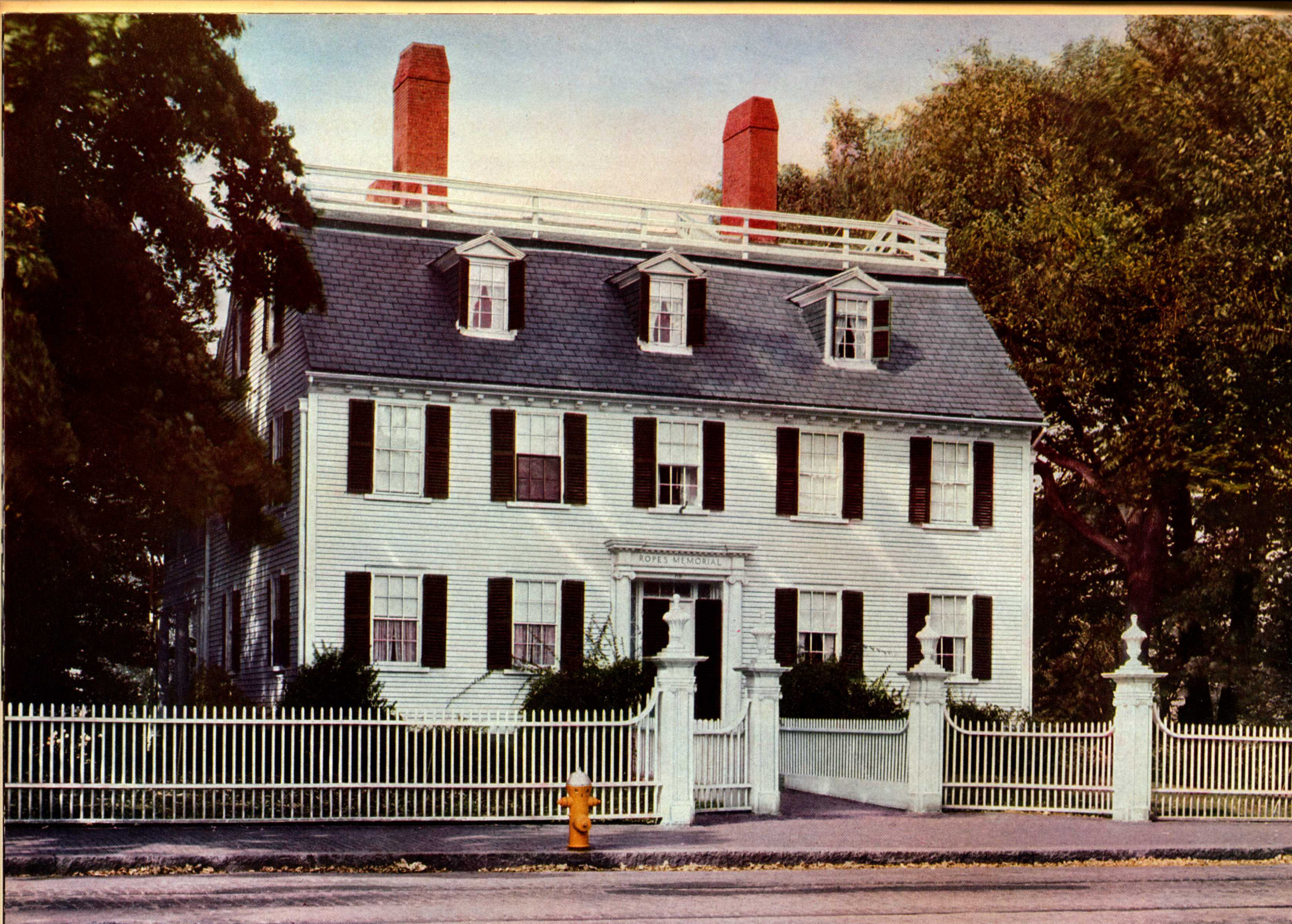
Under such circumstances, what was Edward Hines' own procedure in building up his business? Simply, a reliance on two ancient certainties: character—and his ability to recognize it when he saw it. Guided by this principle, he often extended credit where others declined, and went still further by encouraging young men of promise and good repute to open lumber yards in communities where he felt the circumstances warranted doing so.

Awaiting a train in a small town in southern Illinois, he fell into conversation with a young man whose combined duties were those of ticket agent, freight agent, and telegraph operator. Only three or four trains a day passed that particular point; the country was a thriving agricultural section; and Mr. Hines suggested that the station-agent might perhaps open a small lumber-yard adjacent to the station. The young man demurred because of meager finances; but at dinner that evening, Edward Hines learned his protege was both a respected figure in the community and a good family man. This meant more than cold figures, and as a sequel, fifteen carloads of lumber were shipped to the proposed yard, to be paid for

LEFT—In Eastern Oregon, where Hines logs and manufactures Ponderosa Pine, harvesting the timber crop on privately owned land, as well as on Hines-operated government forest, is under direct supervision of the U. S. Forest Service. Before a single tree is cut, a government forester carefully cruises the forest, selecting and marking with the "U.S." symbol the ripe, mature trees. With deft strokes of his marking axe he blazes the tree in two places—at the base, and six feet up on the trunk. Only those trees that are branded are cut by the fallers, and, under the sustained-yield program, over 80 per cent of the trees are left to produce lumber for future generations.



The measured thud of double-bitted axes, and the ring and whirr of cross-cut saws, are century-old logging sounds of the forest which are now giving way to the "chug-chug" of mechanical fallers that permit closer cutting and less waste. Wearing brilliant red hats for self-protection when the woods are stomped by nervously expectant deer hunters, these fallers are making the under-cut which will guide the fall of the tree to a precise, predetermined spot. This is hard, back-breaking work—calling for muscles of steel and stamina unmatched by even the greatest athletes. It is the last woods operation to fall before the toil-saving march of mechanization.



Ropes Memorial

One of the architectural gems of Salem, Massachusetts. Built in 1719, it is one of the best examples of the outstanding work of Samuel McIntyre, the famous designer and wood-carver. No more handsome tribute to the beauty and longevity of wood could be imagined. The graceful wood picket fence and magnificent carved posts add distinction to the mansion and grounds.

Details of the Ropes Memorial, richly embellished posts, topped with graceful urns which were carved from single blocks of wood, demonstrate the painstaking skill of McIntyre. The fence is an integral part of his architectural conception, and gives the entire setting a feeling of rich, formal dignity.



In the Pierce-Nichols House, built in Salem in 1782, are designs and wood carvings by Samuel McIntyre which many consider to be his finest work. Aided by his son, he devoted years to working out its interior details. This glimpse pictures the exquisite taste which characterizes the entire house.

when sold. As testimonial to Edward Hines' keen judgment, one of the largest yards in Illinois today, headed by the third generation of that young station agent, still purchases lumber from the Hines organization.

Early in its history of aggressive salesmanship, attended by consistent yearly increases in volume, the Edward Hines Lumber Co. found itself financially in position to take still another step in line with improved merchandising practice: acquisition of its own timber and its own sawmills.

EXPANSION . . . NORTH AND SOUTH

This would give the company quality control of its product from standing tree to retailer, railroad or industrial buyer; and was initiated by a modest first venture, subsequently followed by mill after mill—until, at one time, the Edward Hines interests owned or controlled seventeen sawmills in Wisconsin alone.

That the tremendous drain on the forest resources of Michigan and Wisconsin could not, however, continue indefinitely, was readily foreseeable. By the company's eighth year in business, more than a thousand sawmills were operating in the latter state, cutting 3.4 billion feet a year, of which two-thirds was white pine. Yet a third of a century later there were but 113 mills, cutting less than one per cent of the former

yield—vindicating the company's wisdom in looking still farther afield for additional timber sources. Lumber in diminishing amounts was still being manufactured in Maine, New York, Pennsylvania, and other eastern states—but chiefly for local consumption. Remaining, and as yet relatively untouched, were the great pine and fir forests of the west, as well as enormous tracts of virgin short-leaf and long-leaf yellow pine in the south.

Accordingly, early in the 1900's, Edward Hines lumber interests began acquiring stands of virgin long-leaf yellow pine in Mississippi. Adjoining stands were added, and the whole held until northern white pine and other soft woods of the Lake regions would be no longer adequate to meet the needs of a nation consuming 40 billion feet annually. Finally, a solid tract of 386,000 acres was rounded out. While some yellow pine was beginning to find its way north, the company's yards and wholesale division requirements were purchased from mills already in operation.

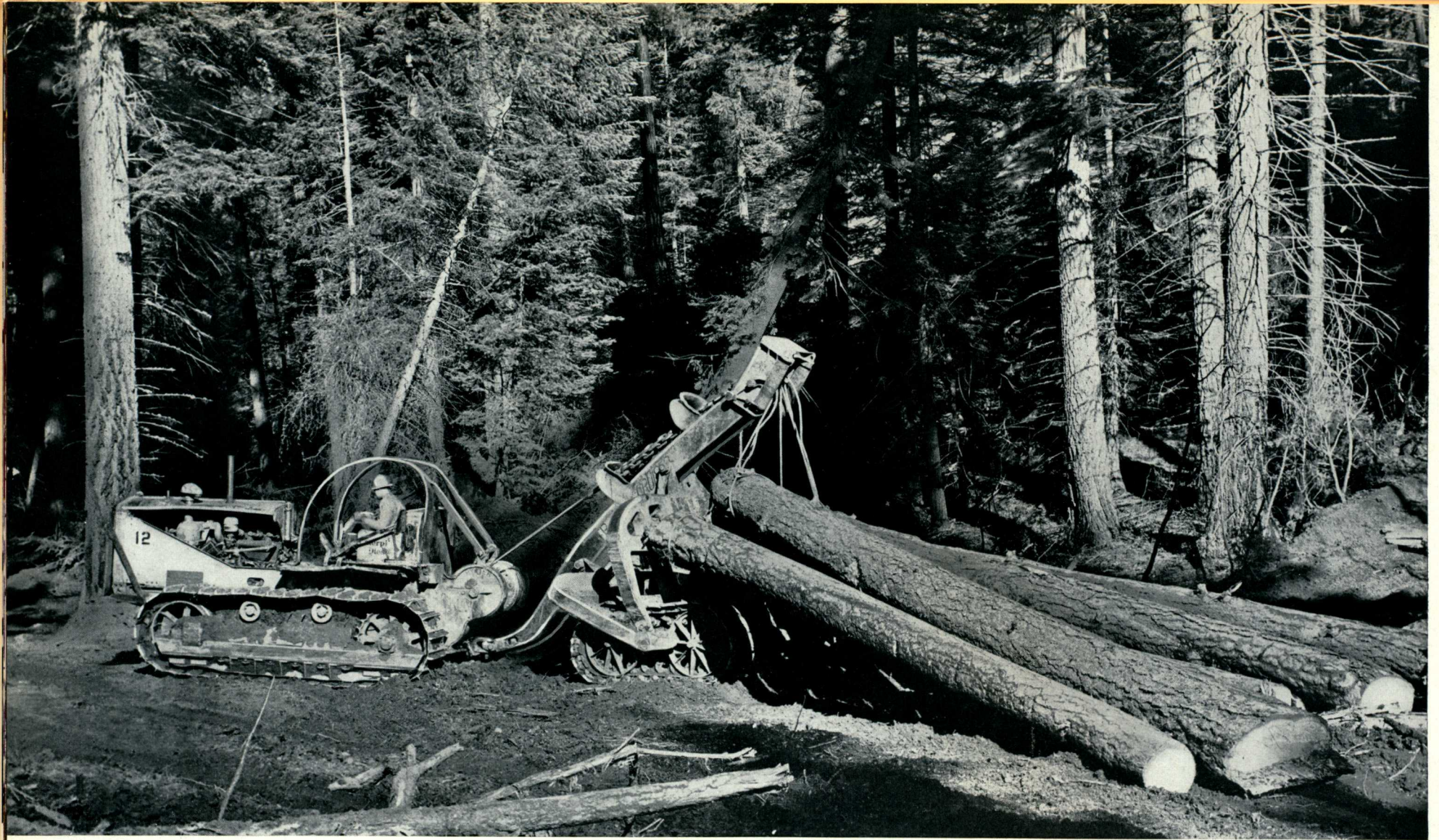
At length continued depletion of the northern states, coupled with yellow pine demand, operated to justify immediate opening of this large southern tract, and mills were built at each end of the timber. Soon, Hines long-leaf yellow pine, unexcelled for quality, and refined with all the skill and care humanly possible, was being marketed throughout the country,



When that age-old call of "Timber" reverberates through the forest, it means another denizen of the timberland is taking its first step toward a useful career for mankind. At the left, a Ponderosa pine falls to earth and, due to the skill of the fallers, damage to young trees, as well as to the log, is reduced to a minimum.

Since the primeval, raucous days of early logging, tremendous strides have been made in the interest of man-safety in the forests. These men shown below, releasing the choker cable from a "big one," are wearing safety hats to prevent serious injury from falling branches. Safety is a watchword, a byword, and a rule in all Hines operations, whether in the forest or in the mill.





Big 32-foot logs, any one of which would sink into the soft earth and stop a team of the heaviest horses, are easily handled in bunches by giant caterpillar tractors equipped with arches. In the Hines operation, the logs are picked up by short "choker" cables, and are carefully snaked out of the forest so as to avoid damage to young, growing trees. The "cat" operators are skillful men who are able to negotiate steep slopes with heavy loads, and cope with seemingly impossible situations with a minimum of accidents.

After being dragged down skidroads to the loading landing, the logs are quickly loaded on to huge trucks by Diesel-powered cranes, and then are rushed to the railhead. Speed is an essential to spring, summer and fall logging, because if a log lies in the woods too long the lumber is likely to become stained. With the very best logging equipment, Hines logging crews keep right up with the fallers, with the result that Hines Ponderosa Pine is always clean, bright, and free of stain, while all workers enjoy steady work the year round.



as well as exported in great quantities, via nearby tidewater facilities, to South America and Europe. In these latter transactions, Edward Hines' alert merchandising instincts again came into play—for when complaints on grade defects were reported on South American shipments containing both Hines stock and that of mills with less stringent policies, he gave immediate orders that thenceforth all export lumber must be branded HINES. The extra labor entailed was enormous, but well justified; for within a very short time after this practice was put into effect, South American and European buyers were cabling for cargoes of Hines brand only—at a premium in price!

Further proof that "identified quality" was a literal boon to the buyer came in letters from such far-distant points as England, France, South America, and Italy. Especially significant to the company, when it finally transferred its activities to other fields, was the cable received from one of the last-named country's foremost importers, Gardini Brothers: "We learn with deep regret that you have ceased operations in Mississippi. Your fine lumber products for many years have found their way into building structures extending from the top of the Alps to the toe of Italy. We sincerely hope you will procure additional stands of timber which will enable you to resume operations in the immediate future."

But another pioneering innovation was now engrossing the company's attention. This was to develop demand for, and market, Michigan and Wisconsin timber resources that had

been completely neglected by the operators' concentration on white pine exclusively, and their inability to merchandise other logically worthwhile and desirable woods. From tracts, therefore, that such companies had already "cut out" and abandoned, the Hines loggers literally reclaimed hemlock and the hardwoods of the Great Lakes once considered practically unmarketable—thus demonstrating that when properly manufactured, seasoned, and publicized, these species provided many intrinsic and valuable uses for woodworkers and cabinet-makers, as well as for automotive construction.

MILESTONES OF MERCHANDISING

Thanks to Hines and its establishment of northern mills for the harvesting of these neglected woods, hemlock was soon being widely marketed as an alternate to the common grades of the original white pine. Birch, maple, elm and basswood were given roles of beauty and utility in cabinet work and interior trim; while maple figured increasingly in the practices and preference of automobile makers. Millions of feet of this and other northern hardwoods were consumed for body-building alone. Backed, too, by a Hines national promotion campaign, birch was established as an ideal wood for interior trim—with the result that in practically every state this "Mahogany of the North" ranked as a fine-home favorite.

Milestones of progress! Each still memorable to us, and vividly recalled as a company accomplishment. Organizations,

It's lunch-time at Keller Creek railhead. And what a lunch! Three big sandwiches (one would be enough for an office worker!), fruit, pie, cookies, and three cups of coffee! These brawny workers of the woods do a thorough job of building voracious appetites and satisfying them. Many of them have had a college edu-

cation, and the big majority have attended high school. Far cry from the old-time "jack" who signed his chit at the commissary with an "X"—who lived in rough logging camps, and came out of the woods only in the summer—Hines logging crews return every night to Seneca and their families.

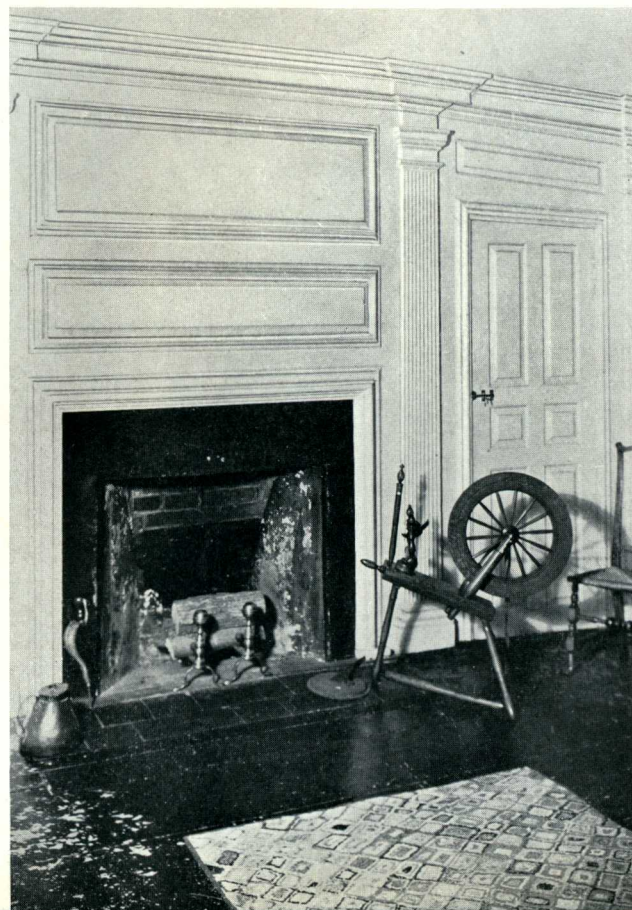




King Hooper Mansion

Great, wide boards, in the paneled walls of the first-floor kitchen of this old home in Marblehead, Massachusetts, which have grown more mellow and more beautiful with the years, emphasize the hospitable warmth and charm of wood.

The baluster treatment of the main stairs in the King Hooper House is indeed unique and a triumph of the woodworker's art. Each step has a set of three spindles, each exquisitely and intricately carved in a different style of spiral to achieve a rich, decorative effect—a feature much admired by architects and decorators today.



Robert Hooper, shipowner, so completely dominated his native Marblehead, that he was nicknamed "King" Hooper. In building his home he used ship carpenters. Accustomed to fitting their work to the curving contours of a ship, they evidently followed their training when they placed the paneling over the doorway on a slant.

after all, are no more than aggregations of human beings; and as we review and set in place these episodes of a fifty-year record, our chief pride is in the way they all point to one paramount purpose of rendering a constructive service to society. Great challenges, great undertakings, great achievements—yes! But far beyond these, the goal of a great usefulness to a nation and its people. That, if you please, is the real source of whatever satisfaction this memorial affords us . . . And so we come to a further forward step toward this goal of both founder and company: an accomplishment again realized in the north.

By now, the uninterrupted cuttings of several decades had practically exhausted the original heavy stands of white pine in Wisconsin and Michigan. Tracts of this and other softwoods still remained in Minnesota, but all were considerably scattered and under the ownership of numerous separate interests. Edward Hines and his associates decided to do, and did, the spectacular and unusual in order to bring these tracts into practical availability. The diverse ownerships of adjacent timber tracts represented were pooled into a single large organization—the Virginia and Rainy Lake Lumber Company.

Edward Hines was made president, and at Virginia, Minnesota was erected the largest lumber mill of its time in the world. Here was a plant capable of producing one million feet of lumber per day . . . or more than ten times the capacity of mills that had been previously built. And to the merchandising resourcefulness of Edward Hines Lumber Co., which sold the major portion of this mill's output, goes a liberal share of credit for the success of an operation that continued uninterrupted through the next twenty years . . .

Circumstance and calendar have now brought our story down to the full-stride prosperity of the early 1920's. It finds the Hines mills in Mississippi, Wisconsin and Minnesota operating at topmost capacity. It reveals the company's huge, 45-acre Chicago wholesale yard drawing on north, west and south for its stocks, and daily shipping hundreds of thousands of feet by truck to meet countrywide emergency needs. It points to 22 local branch yards, busy supplying materials for home construction postponed during World War I. To the wholesale division it could spare a whole chapter—since it not only distributes the complete output of Hines mills, but draws

Key to today's modern mechanized logging operations is the motor truck, which transports the logs out of the woods with speed and efficiency. In order to accelerate the movement of logs, and to promote safety, Hines trucks move back and forth between the cutting areas and the railhead on smooth, one-way roads, built and maintained by the company. Through the use of large, efficient, road-building and transportation equipment, Hines has placed on an economical basis ripe-tree harvesting over large areas.



Before Hines lumbering operations much of the Malheur National Forest was inaccessible. This isn't true today, for in every section where Hines has logged there are fine, well-built shale roads which are now government property. In order to withstand the pounding of heavily loaded logging trucks, these roads are constructed to last a long time. In future years they will make it easy to guard the forest against fire, and open up beautiful scenic sections to public recreation.





As truckload after truckload of ripe, mature, Ponderosa Pine logs pulls up at the railhead, this unique and powerful crane straddling one car lifts the logs onto flat cars as easily as you might lay a pencil on a desk. Everywhere in the Hines operation, efficient machines have released the lumberjack from the dangerous, back-breaking toil of yesteryear. Looking ahead to the unloading operation at the mill, a new chain-cradle binder hitch holds the logs onto the flat cars. This new hitch does away with the old car-stakes, and eliminates the dangerous job of "stake pulling" at the unloading dock.

on the stocks of several hundred other mills located in every section of the country, and in volume bulks among the largest of its kind in the nation!

A FORESTRY DREAM REALIZED

It would seem that after forty arduous years devoted to such upbuilding of a business begun in the "Gay Nineties" of longhand letters and rolltop desks, Edward Hines would have been content to rest on his laurels. But not so. To an unquenchable spirit such as his, growth merely brought further incentive to achievement. Such, for example, as the new lure to furtherance of the company's future, and realization of a long-cherished dream of constructive forestry, which now beckoned from far-away Oregon . . .

Plateau-high in southeastern Oregon stood the largest national pine forest in the world, where the U. S. Forest Service had for years been making an intensive study of silviculture (the scientist's name for forest development). While many species of trees do not lend themselves to practical re-

Modern logging not only calls for road-building, and the best of engineering practices, but also railroad operation. The Oregon & Northwestern Railroad is operated by Hines to haul logs from the forests some 50 miles to the mill at Hines, Oregon. Every day, train loads of logs move in from the woods to keep the mill going at full capacity. One of the stipulations of government timber sale contracts is that the railroad must operate as a common carrier; therefore it is not uncommon to see cars of cattle from the big ranches in the Bear and Silvies Valleys moving toward the Union Pacific line over the O. & N. R. R.



forestation or reproduction, especially apt for such purposes was the Ponderosa Pine, comprising 90 per cent of this Malheur National Forest. When to these facts you add the favoring size and location of such a forest, you have the ideal combination for carrying out the Forest Service's farsighted plan of insuring perpetuation to a great timber tract—for supplying the nation's need of an exceptional building material—and for terminating a major manufacturer's long search for a permanent and self-renewing timber source.

With characteristic courage and vision, Edward Hines saw the opportunity offered for his company and the government to undertake a mutually beneficent project. Plans were completed to erect a mill embodying every improvement made in the industry up to that time. Twelve years later, that plant still stands as a monument to its builder. From it flow one hundred million feet of lumber annually, and this timber source is intended to be available for use perpetually. The forest is treated as a crop. Only ripe trees are harvested. The trees remaining grow sturdier and faster, and will in turn be removed only at maturity. As for the finished output of the mill, every manufactured board testifies to the standards of excellence evolved in Edward Hines' long years as a forest-products merchandiser. Within but seven days from the felling of the tree, it is sawn and dressed as carefully as machinery

can make possible, precisely kiln-dried, trimmed and branded, loaded into a clean, paper-lined car—and shipped out "sun-beam bright" to the buyer . . . This Oregon project is beyond question Hines' crowning achievement—the pride equally of the company and of the U. S. Forest Service . . .

The ancient saw that "If you want a thing done, ask a busy man to do it" never cut deeper than in the activities of Edward Hines for the betterment of the entire lumber industry. These activities concerned themselves not merely in the elevation of manufacturing methods, but in the elimination of a number of merchandising malpractices, almost inevitably developed by the headlong speed and spread of the business.

FOR THE LARGER GOOD

From the moment that he became a factor in the industry, his outlook embraced more than the mere success of his own enterprise. In the words of an associate, "He saw that if lumber was to maintain its integrity and position among the nation's necessities along with steel, stone, brick, and other materials, it must advance as a unit of all interests, all operators . . . So, throughout his career, Edward Hines was a dominating figure in the organization of associations to promote improved practices in manufacture—to standardize sizes, so that lumber from every mill in a given species would

At the mill once again, the inventive genius of man goes to work as the logs are tumbled into the storage pond. While the logs are heavy and cumbersome on land—weighing approximately 2800 pounds apiece—in the water they become easy to sort and handle.



With a thunder-like rumble, heavy logs roll off the inclined flat cars. So effective is the chain binder hitch, that even after the top chain is released, the load has to be rocked by a crane to start it rolling. Another score for Hines modern methods which have meant so much for safety, too!



Longfellow's Wayside Inn

Built by Samuel Howe in 1686, and operated by his descendants until 1860, this interesting old structure in South Sudbury, Massachusetts, was first known as "Howe's Tavern," then "Red Horse Tavern." Later it was named for Longfellow's "Tales of a Wayside Inn."



It is said that the now famous "Williamsburg Blue" was created and used for the first time in this dining room of the St. George Tucker home. During one of the structure's several remodelings to provide additional rooms, the walls were painted white, and the original blue tones were concealed. On removal of the white paint many years later, the original blue came to light.

An interesting detail is the double-hung window between the dining room and sitting-room, at right of photograph, which came about during one of the many additions when an exterior wall was left intact. To effect economy of space, access to the corner china-cabinet shown at left is made by lifting the sliding glass door. Numerous other unusual features classify this attractive old residence as among the truly artistic architectural achievements of early America—made possible by the versatility of wood.

be interchangeable. Similarly, he worked incessantly for the industry-wide standardizing of grades, in order that the utility and characteristics of a given grade might be readily recognizable by the ultimate consumer. Grade-marking of lumber at the sawmills as a preventive of substitution, was to him a crusade both in the interest of the industry and the public."

Of great assistance in this undertaking were the ability and counsel of the then Secretary of Commerce, Herbert Hoover, whom Mr. Hines approached on the subject in 1923, and who gave liberally of his time, energy and thought in helping to formulate a code of ethics for standardization of the lumbering industry. Much credit is due to Edward Hines' activities, also, for organization of the National Lumber Manufacturers Association, of which he was president for two terms. Still another of his developments, which put all lumbering on a higher plane, was the "car card," sealed in an envelope and included by the shipper in each carload of lumber as a guarantee of the grade and count of its contents.

MEETING EMERGENCIES

Stories of service? Yes, indeed! It is logical to recall some of the hundreds that have naturally found their way into the Hines files over a fifty-year period: partly because of pride,

partly because they have become incentives and patterns for daily emulation. A handful of instances that can "now be told," exemplify Edward Hines' belief that an organization's greatest test is in being able to meet emergencies. As an illustration:

The time is World War I. Incident: a long-distance call from Washington, on a Sunday afternoon. An order has been consummated calling for 55 carloads of lumber, practically all finished sizes. Time is of the essence. "How soon?" First delivery is made on Tuesday morning. Result: the contractor is able to erect eighty-six buildings for an Officers' Training Camp in nine days—a world record! . . . Here's another. The B. & O. Terminals and elevator at Baltimore had burned (World War I again). The purchasing agent phoned us on a Thursday; we told him we could load a trainload by Saturday; he arrived Friday with his list of materials; our 45-car special train reached Baltimore Monday afternoon (that's traveling!).

Or this one . . . The Canadian Government had purchased several million feet of timber needed for boat construction at Port Arthur. Canadian railroads couldn't ship promptly from the Pacific Coast. From our Chicago yard and by Hines boats, we delivered those several million feet to Port Arthur within ten days after order . . . Or this. Along the Atlantic seaboard the Emergency Fleet Corporation had over a dozen shipyards

The St. George Tucker House

Historically and architecturally, the St. George Tucker House in Williamsburg, Virginia, is one of the high points of visitors' interest. Much of this fine old dwelling's rambling charm is due to the several additions to the main structure. St. George Tucker, builder of the house in its present form, was on Washington's staff at the surrender of Cornwallis. Again, the principal contributor to the beautiful exterior and interior is wood.





Last foothold of the colorful, old-time lumberjack, who risked his life breaking up log jams in the dangerous, but now outmoded, Spring river drives, lies in the log storage pond. In the present-day, safe and sane lumbering business, his job is to straighten out logs as they tumble from the flat cars, and shunt them to the

escalator which carries them up to the mill. The storage pond at the Hines mill is a true "hot pond", for it is fed by a large warm spring which keeps the water at a tepid temperature, and requires only supplementary heating to prevent its freezing in the winter—an essential of a year-round operation.

lying idle, waiting for certain-sized heavy timbers needed to complete a number of vessels. These timbers had been on order for some time from the Pacific coast. Representatives of the corporation were sent to our Chicago yards, and whole trainloads of heavy timber were continuously freighted out that could not have been procured from stock anywhere else east of the Pacific Coast.

Readiness for the unexpected, Edward Hines considered basic good management—and on more than one occasion of paramount urgency the resource-testing incidents scattered throughout the company's 50-year record proved him right.

BY THESE REMEMBERED . . .

The closing of any conspicuous career is followed by memories of the man identified with it. These linger longest and strongest, of course, in the minds of associates—and to this human rule the passing of Edward Hines is no exception.

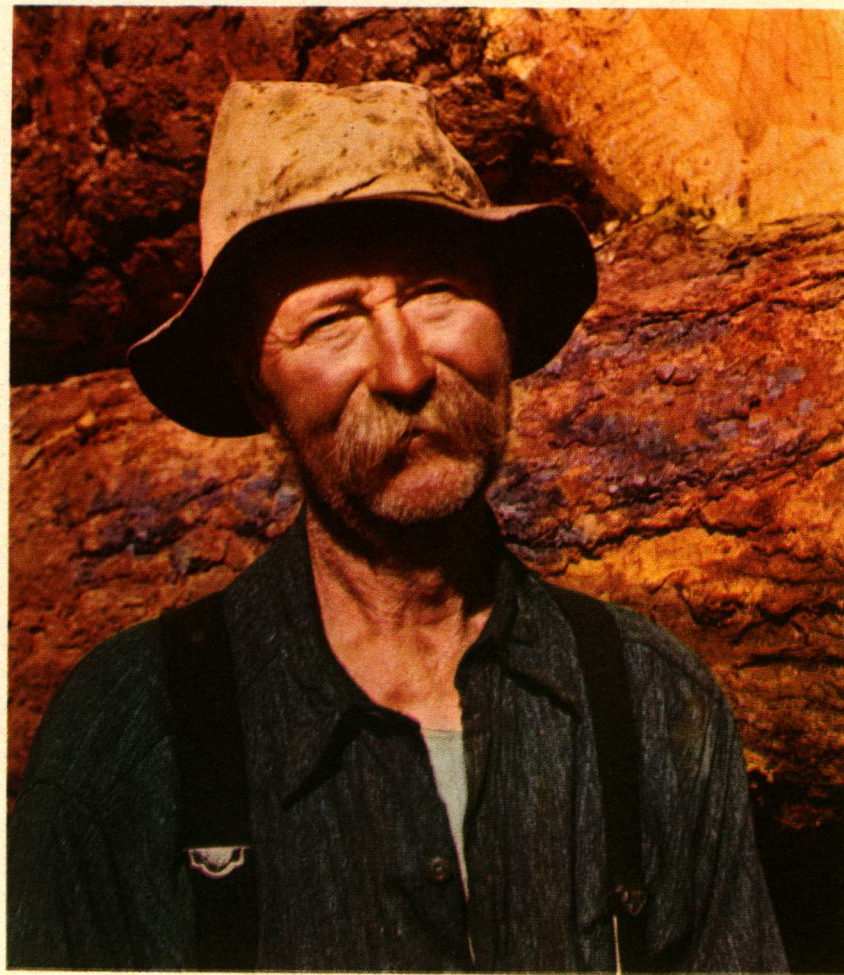
Recalled as traits and episodes that became enduring in-

fluences behind the business scenes, are a few such examples as those which follow.

Of his tenacity of purpose, one fellow executive comments: "His real love was the merchandising of a product of which he was proud. No day was too long if another hour might mean another sale—no holiday so important that copies of orders did not follow him, on which he might suggest improved handling, or write a friendly note to an old account."

Another recalls how "A photographic memory brought delight to many a customer of earlier days, as he reminisced on some trivial matter of mutual interest that might have occurred forty years or so before"; while a third observes that "He keenly enjoyed the training of young men, particularly in sales. Not in the high-sounding phrases of modern sales-engineers, but in simple, terse words universal in their application, and accompanied by the recital of some personal experience." Apropos of which he retells one of Edward Hines' own favorites, as emphasizing the desirability of being business-

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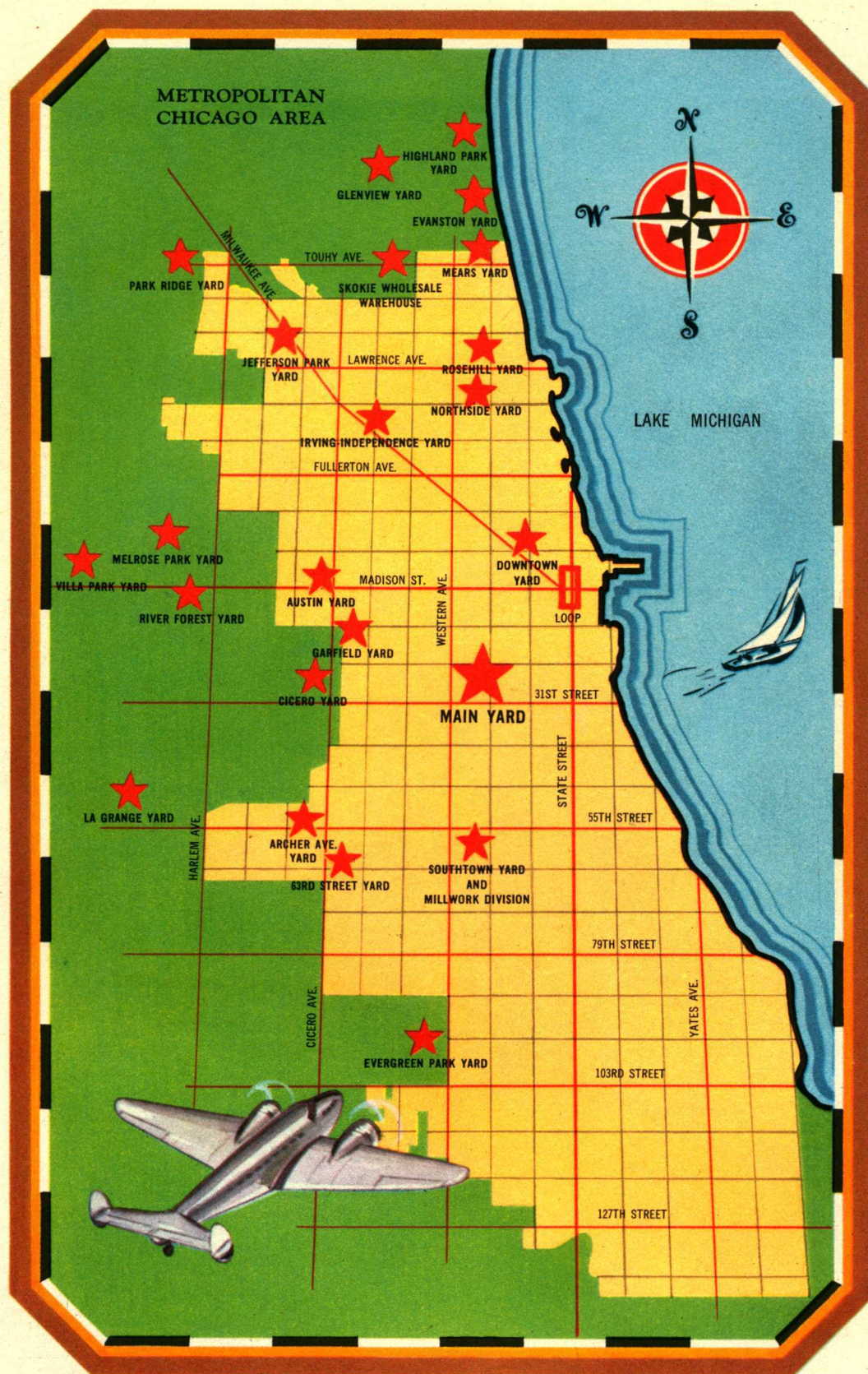


We Salute the Lumberjack!

Meet the foreman of our logging railroad section gang at Seneca, Oregon—Hank Johnson. Woodsman extraordinary, and lumberman of more than 40 years' familiarity with the forests of the great Northwest, Hank typifies a breed of men that have truly and worthily shared in the shaping of America.

ON THIS PAGE we are glad to honor and pay tribute to a man who has played, in his unnoted but heroic way, an important part in the development of our modern America. For without him and his unsung services there would have been no modern—and no America! Whether you call him blacksmith, camp cook, ranger, faller, buckler, piler, burner, loader, driver—the Lumberjack is one of this country's true pioneers and trailblazers . . . first in the forest, and closest to Nature of us all. And if you want to know whether or not he is a craftsman—stand, as we have often stood, in some tall-treed space, and watch him as he plies axe and saw. So deftly does

he wield both, that every pine, hemlock, birch, fir or cedar giant falls within inches of where he had planned it to lie! He is tough and steady, rough and ready. Tough and steady under the most rigorous conditions of cold and storm, swirling stream or "chancy" forest road—rough and ready to show a soldier's or sailor's own courage in the face of sudden danger. Brawny, simple and elemental in his doings and sayings; generous, loyal, hard-working, hard-playing; iron-muscled and quick as a mountain-cat—the Lumberjack is a woodsman born, and a woodsman he lives and dies. We praise him here, because he richly and well deserves it.



PACIFIC COAST FOREST — From this home of giant trees, within a hundred miles of the Pacific Ocean, come Douglas Fir, Western Hemlock, Sugar and Ponderosa Pine, Sitka Spruce, Red Cedar and Redwood.



INLAND EMPIRE FOREST — On the high altitude plateau, east and west of the Rockies, grow Ponderosa Pine, Idaho White Pine, Cedar, Spruce, White and Red Fir.



NORTHERN FOREST — From this section and Canada come White Pine, Northern Hemlock, Norway Pine, Spruce, and finely-textured Birch, Maple and other Hardwoods.



CENTRAL HARDWOOD FOREST — Lumbering is still one of the major industries of this part of the country — providing the nation with White and Red Oak, Walnut, Poplar and other Hardwoods.



SOUTHERN FOREST — The land of cotton is also one of the nation's greatest producing centers of forest products. Long-leaf and short-leaf Yellow Pine are the predominant commercial species.



TROPICAL FOREST — From the great inland and coastal swamps of Florida comes Cypress to find its way into many construction uses — also long-leaf Yellow Pine.

UNDER the impetus of chemical and physical research, the products of our national forests are finding ever increasing and more diversified uses. Most of us know lumber as the material which has enabled our forefathers and ourselves to express individual tastes and desires in a home. Such freedom of expression has been made possible by the great variety of the country's forest resources. These are constantly growing, and unlike our wealth in coal, iron or oil, are constantly being renewed — in fact, with the advance of forestry practices, will be perpetually productive.

Through its efficient channels of distribution, the Edward Hines Lumber Co. has placed a complete range of woods from all sections of the country within your reach — whereas, in contrast, when George Washington built Mount Vernon he was limited to the species which grew locally.

Today, the home builder in Chicago, through Hines' twenty-two retail lumber yards, can give expression to his particular tastes with lumber of strength and lasting qualities, as well as unusual woods for panelings and other interior embellishments.

Mt. Vernon has endured for 200 years. Your home can be even more enduring, thanks to the varied woods available through the Hines organization, and its products of different mills and forests distributed nationwide through thousands of lumber dealers. Your house can also be more economical, because of the different grades available — making possible lower costs, and the fullest use, also, of forest products in construction and industry.

To indicate the magnitude of the distribution task confronting your lumber dealer, let us glance at the lumber needs for a modest home. You want the framework to be staunch, rigid and strong; for exterior finish, you'll choose long-lasting, durable woods; and for the interior, those species which impart an atmosphere of warmth and hospitality.

Only in limited localities can one find woods having these particular qualities, growing in close proximity to each other. In the majority of cases, it is more desirable to use species which grow in widely separated parts of the country. Hence, your lumber dealer's task is not only to assemble these different woods, but also to select those grades and cuts best fulfilling your needs.

Thus you see how lumber for a simple home comes from sources thousands of miles apart. Multiply these requirements manifold for the needs of industry, and many times again to include all the lumber sizes and shapes required commercially — about 5,000 items — and you have some conception of the size, scope, and service of a business such as the Edward Hines Lumber Co.

When Is a Wood Soft, and When Is It Hard?

Some hardwoods are actually softer than softwoods, and vice versa. A thought twister, did you say? Well — that statement is a fact, because trees are not classified as hard or soft by the texture or hardness of the wood itself. A softwood tree, known as a needle leaf tree, is an evergreen — a hardwood tree, known as a broad leaf tree, drops its leaves in winter-time. Simple, isn't it? But it explains why a Basswood tree, which produces one of the softest woods known, is classified as a hardwood. That's one to try on your friends!





WASHINGTON

W

MONTANA

NORTH DAKOTA

OREGON

IDAHO

SOUTH DAKOTA

WYOMING

NEVADA

NEBRASKA

UTAH

COLORADO

CALIFORNIA

KANSAS

ARIZONA

NEW MEXICO

OKLAHOMA

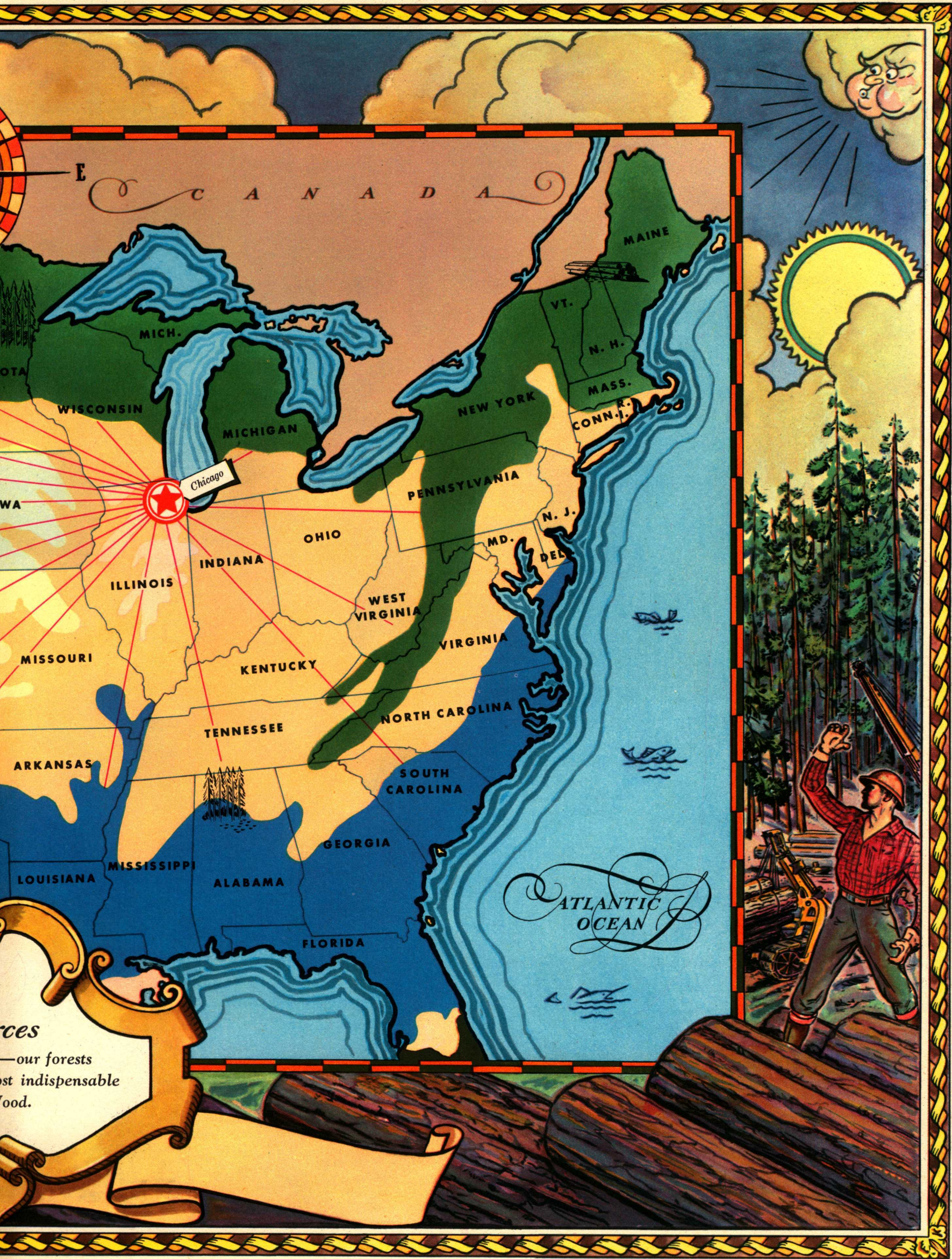
TEXAS

PACIFIC
OCEAN

MEXICO

AMERICA'S Forest Resources

Constantly growing, ever renewing
from coast to coast provide man's
and versatile material—



E C A N A D A

MICH.

WISCONSIN

MICHIGAN

NEW YORK

VT.

N. H.

MASS.

CONN.

PENNSYLVANIA

N. J.

MD.

DEL.

OHIO

INDIANA

ILLINOIS

MISSOURI

KENTUCKY

WEST VIRGINIA

VIRGINIA

TENNESSEE

NORTH CAROLINA

ARKANSAS

SOUTH CAROLINA

LOUISIANA

MISSISSIPPI

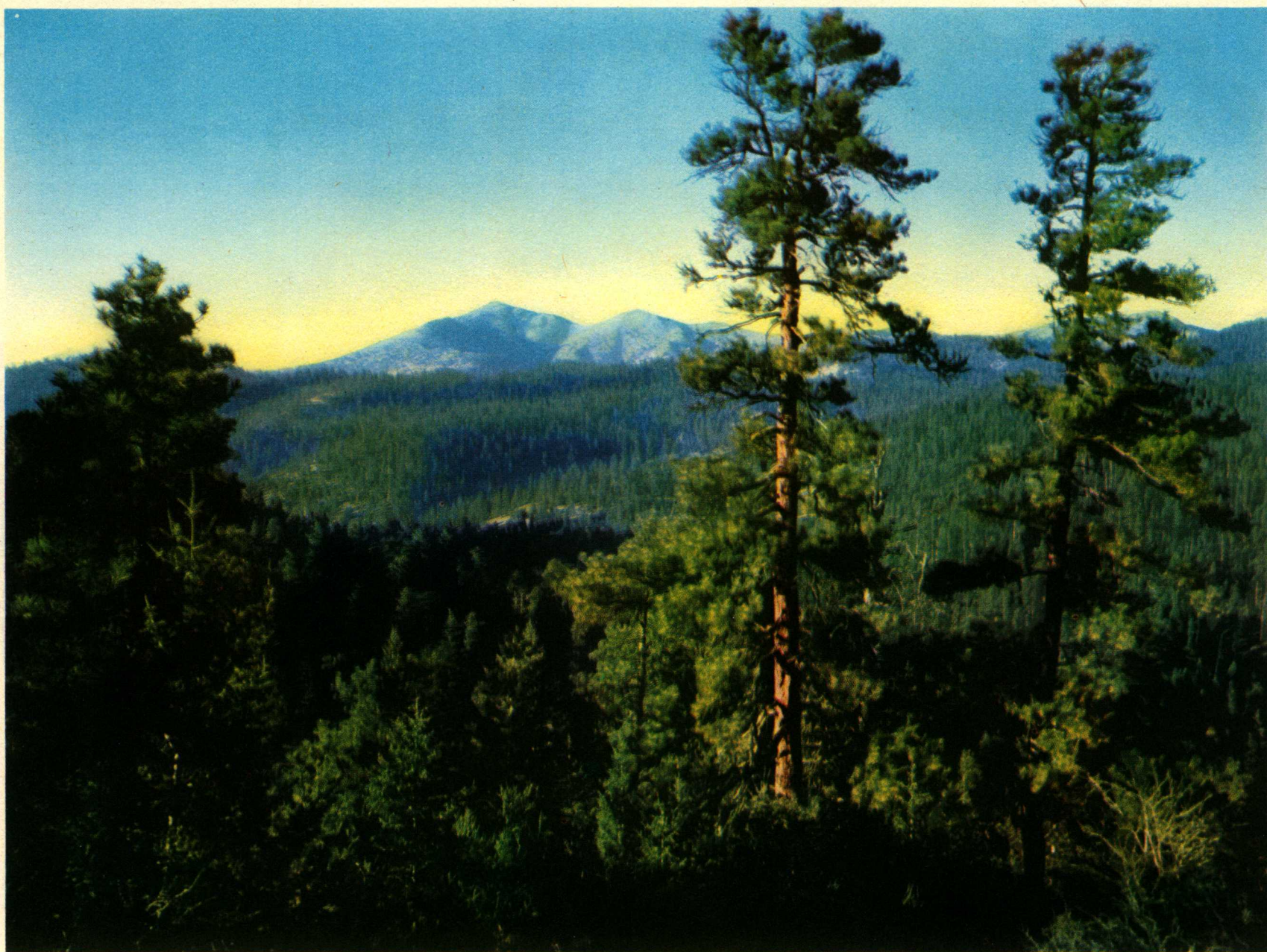
ALABAMA

GEORGIA

FLORIDA

ATLANTIC OCEAN

Resources
—our forests
most indispensable
wood.



View of a Sustained-Yield, Cut-over Section of Malheur National Forest—Field Peak in Background

The Eternal Ones

*Before Magellan sailed, or Newton thought,
Or Milton dreamed, or Michelangelo wrought,
Already ancient with time's storms and suns
On yonder slopes stood these Eternal Ones.*

*There roamed the grizzly. Down the canyons there
The eagle's shadow swooped from highest air.
Oblivious to the centuries sliding by,
Unchanged these gave their splendors to the sky.*

*Masts for the sailor—game for the hunter—food
For the furred and feathered—all in that vastitude
Of lordly pines and hemlocks, cedars and firs,
The aeons wrought as God's first foresters,*

*Until in plumed array, a monarch host,
From east to west, and hinterland to coast,
From frozen north to flowering south, marched on
These legions of the trees, green in the dawn.*

*Haunt of the painter's dream, the poet's song,
The traveler's joy, the scholar's peace—each throng
Of human hopes and follies, loves and alarms—
The forest folds them all in its wide arms.*

*And so to these, man's partners in the earth;
Wards of his glory and power, his wealth and worth;
Survivors of all time, all force, all fate—
The Eternal Ones, our deeds we dedicate!*

—LISTER ALWOOD



The Sawmill Without a Lumber-Yard

BELOW lies the panorama of our huge Ponderosa Pine mill, located at Hines, Oregon, on the high plateau of Harney County in northeastern Oregon. Here, from logging operations carried on in forests fifty and more miles to the north, come trainloads of huge, golden-bronze logs, to be dumped into a vast receiving pond and await their turn at the saws.

Equipped with every mechanical refinement, electrically operated, this mammoth plant is the last word in modern mills. Utilizing the waste of the mill for fuel, it not only provides for its own power needs, but through a local utility also supplies light and power for the nearby towns of Hines and Burns. With its daily capacity of 400,000 feet, it saws and finishes for the market upwards of 100 million feet per annum.

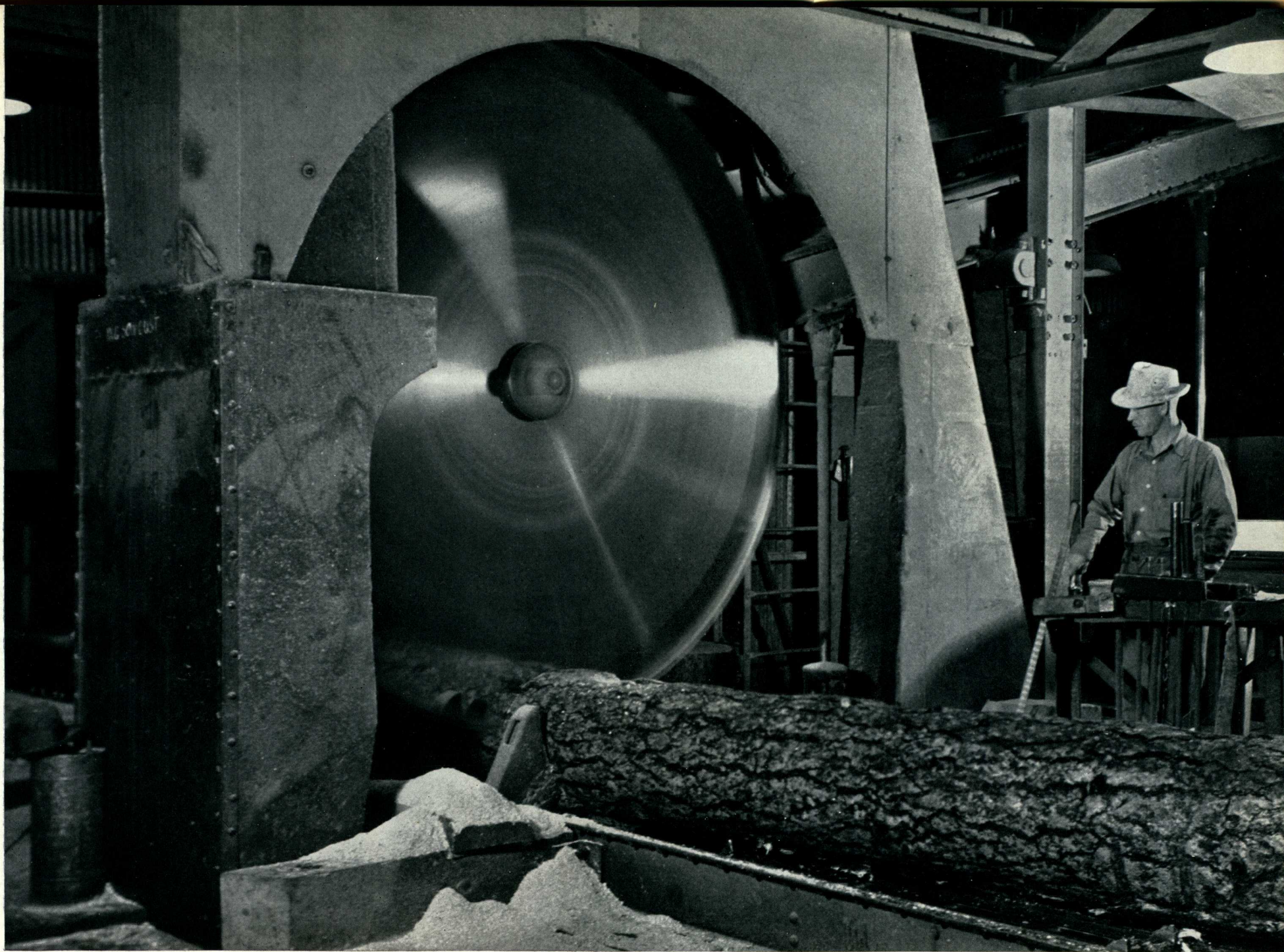
The Hines-owned and operated Oregon & Northwestern Railroad links mill and railhead, on the edge of the cutting area. From there, spur lines radiate out to the splendid Hines-built logging roads that penetrate the timberland itself. These roads are built

"for keeps," and, after the timber's removal, revert to the Government as public highways of lasting value to tourists and vacationists. The railroad is not only a feed line to the mill, but also serves as a public carrier.

Not a lumber-yard in sight! Instead, you can see in the background the enormous finished-lumber storage shed — a great weathertight structure 2800 feet long, 100 feet wide, and 85 feet high, where Union Pacific cars can be run in and quickly loaded for shipment to any part of the country.

One of the manufacturing boasts at Hines, Oregon, is that "No board ever gets outdoors." From the time its parent log speeds past the saws, it literally remains under cover ever after . . . going from the huge storage shed to its final destination a perfect-grained, arrow-straight, satin-smooth piece of lumber. Even the freight-car in which it departs from the mill is paper-lined and speckless inside, so that each unit will be delivered as bright and new as when it was loaded!





As the log enters the mill to begin its new life as useful lumber—perhaps to become an intimate part of someone's home—a huge, spinning, guillotine-like circular saw cuts it into required lengths. These lengths, governed by immediate consumer demand, may run from 12 to 20 feet. The logs are also scaled

at this time to determine the amount of lumber they contain. It is on this measurement, made by a U. S. Government man and checked by a Hines scaler, that Hines pays the Government for the timber cut from the Malheur National Forest. Heavy-duty conveying machinery transfers the heavy logs to the saw rigs.

like, closing the sale, getting the order signed—then leaving the buyer, so that the latter can attend to other duties. To wit:

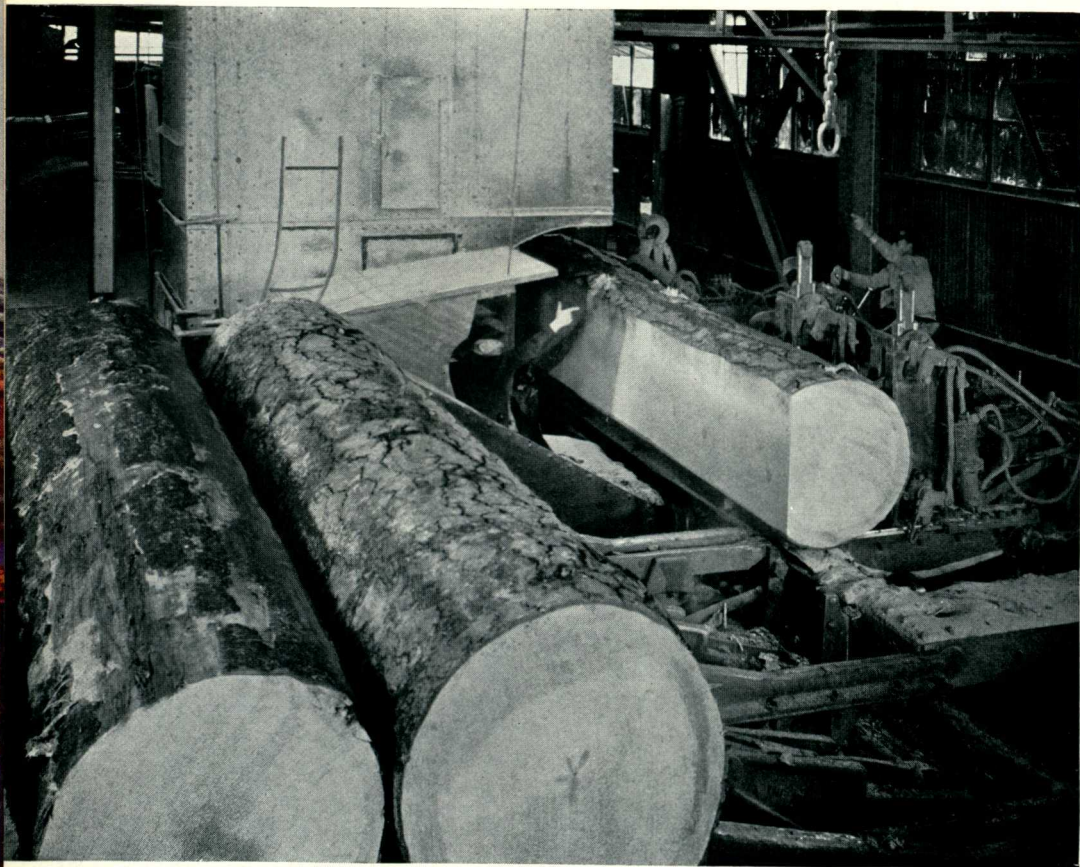
It seems that he had called upon a buyer in Ohio, closed an unusually large sale, and felt that he ought to enjoy a visit with him prior to leaving. Some twenty minutes later, a fire Gong was heard in the street, and they both rushed out to view the excitement. Tragically, the buyer fell down the stairs, was fatally injured, and—as Mr. Hines always italicized with his voice—"I never did get the order." "The telling of such experiences," our commentator concludes, "made a lasting impression on the minds of his salesforce, and though the older heads heard them often, they never entirely lost their point or interest." . . .

Another executive remembers as an outstanding characteristic that "Careless handling of complaints, or undue lack of consideration for a small buyer, were to him actual breaches

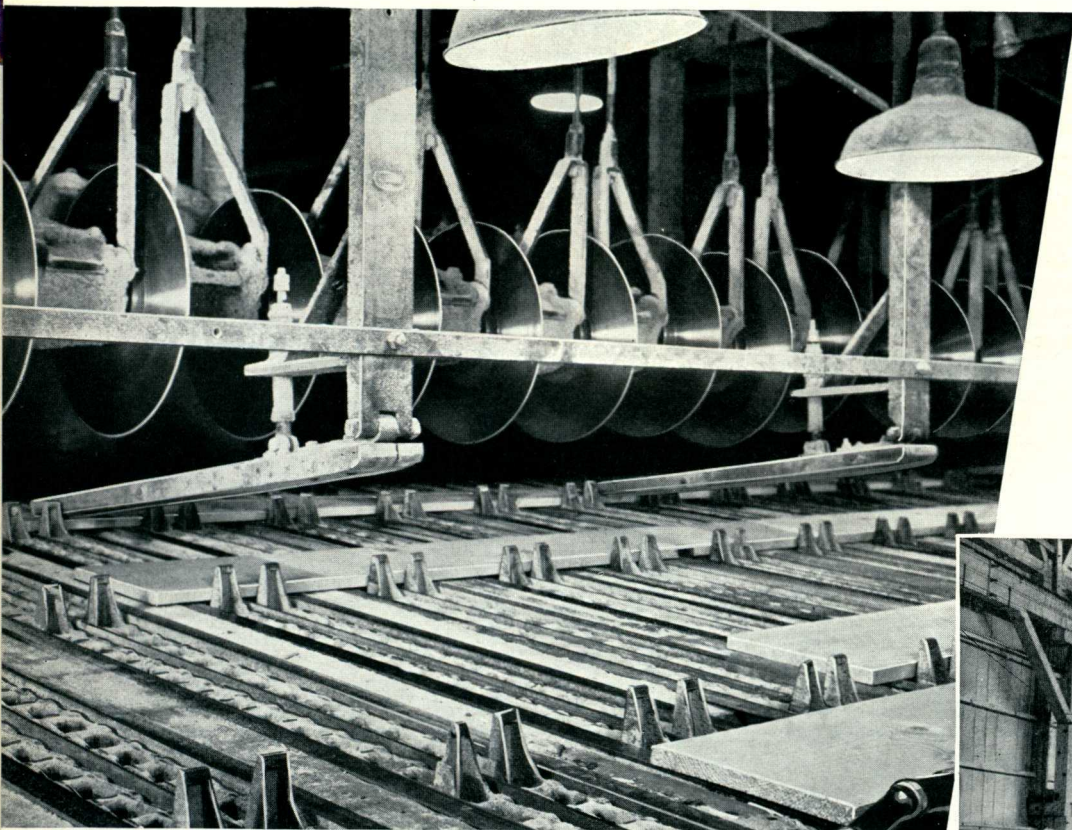
of trust." And perhaps as illuminating as any stands the thoughtful pronouncement of a man who enjoyed Edward Hines' acquaintance and confidence to a special degree:

"He enjoyed the forest—but he saw it basically in terms of a beautiful panel door, a striking piece of furniture, or a lovely dwelling. He looked upon machinery solely as an instrument for converting trees into good lumber."

To which, after a moment's pause, as if for summation of his former chief's character, he added: "The stature of a man is measured by the length of the shadow he casts. In all too many instances, the personality of a man, the qualities which make for achievement and an enduring name, die with the man himself. The ability to transmit enthusiasm, pride in one's chosen work, and the determination to carry on those principles which have made an institution develop and flourish, is indeed rare. Edward Hines had that rare quality."



Among the marvels of the modern sawmill are the huge, electrically-operated saw-rigs. At the touch of buttons and levers, the sawyer can toss and turn a big log around as if it were a mere match! Here you see the sawyer signaling to the saw-setter, who sits on the traveling carriage, telling him what the next slab thickness should be. The sawyer must not only be adept at running a complicated mechanism, but he must know lumber perfectly in order to get the best possible grades out of the log.



(Above) Gangs of circular saws, deftly operated by a man who knows his lumber, rapidly cut out defects as the boards move from the saw rigs, after going through the edging machines, which trim the bark off the slabs and turn them into lumber.

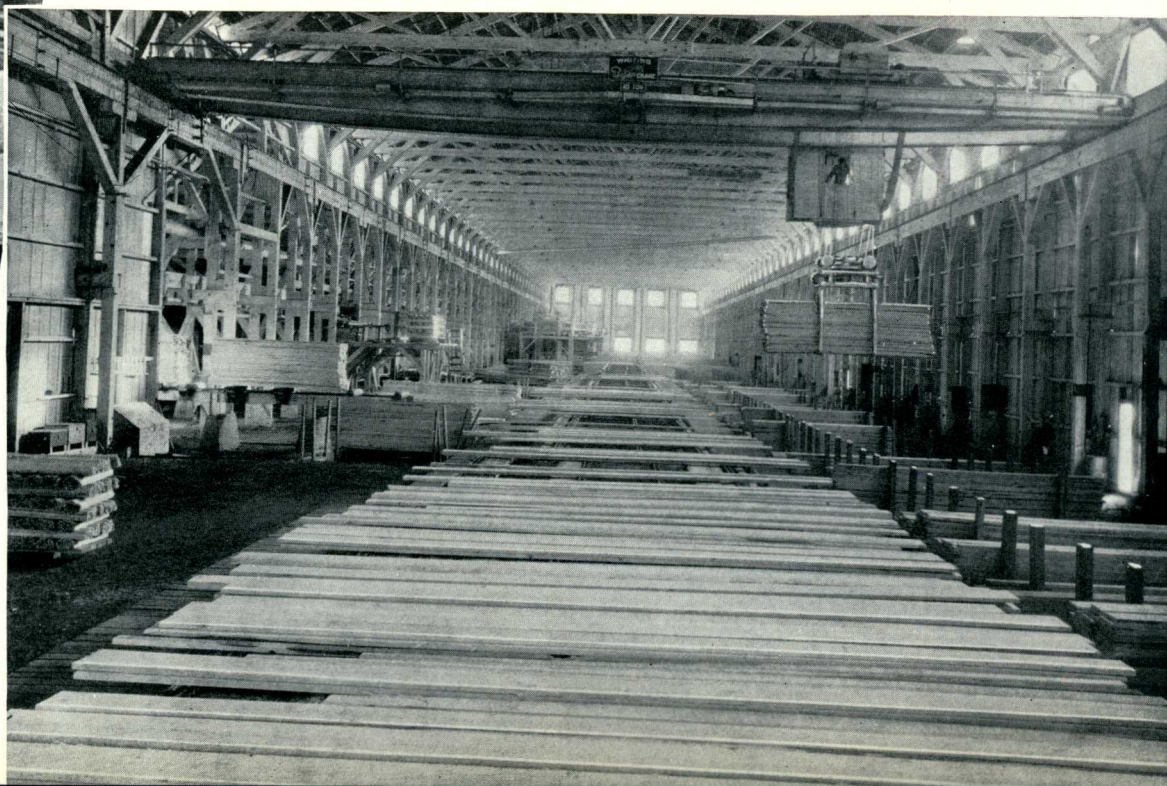
(Right) From the trimmer the raw lumber passes to the green chains, where it is prepared for the important process of kiln-drying. Experts sort the lumber carefully for thickness, sap, and heart, in order to get the best drying results.

PAUL BUNYAN • *Modern Style*

VISITORS to Spring Mill Park, Indiana, or in the vicinity of Hinsdale, Illinois, will find at both places examples of water-power mills used by our forefathers to turn their grain into grist, and supply their needs for lumber. These mills employed the simplest mechanical principles of wheels, cogs, and rope pulleys—and between them and the spectacle of titan power, amazing speed, and tremendous output presented by a Hines mill of today, lies a tale of industrial progress rivaling anything in Paul Bunyan.

Water mills of this type began the saga of lumbering all up and down the Atlantic seaboard, and sprang up wherever the pioneer's pause in his westward march created a settlement. The earliest such mill was built at Berwick, Maine, in 1631, and in addition to cutting small-sized logs was used to grind grain, plaster, powder, malt, flaxseed, mustard and tobacco. Out of this jack-of-all-trades, sawmilling slowly advanced—bringing the gang-saw in 1767, the circular saw in 1820, the steam mill in 1830, and finally, in 1890, the band-saw . . . enabling the modern mill to turn out from a half-million to a million feet of lumber per day. Where the farmer log-owner of a century ago had to cut his own trees, haul them to mill, bring the crude lumber back, pile it, and leave it to season in the weather—his successor has everything done for him, and in a hundredfold better fashion.

Logging methods, too, have undergone transformation in this Bunyanesque drama. In the beginning, these were primitive as the forest itself. Pines stood nextdoor to the water mill; men merely chopped and sawed. Then burly oxen skidded the log to the saw. Horses replaced oxen; narrow-gauge railroads replaced horses—today, huge caterpillar tractors and giant trucks tote to spur railheads tons at a time, and the toil of months is dispatched in days.





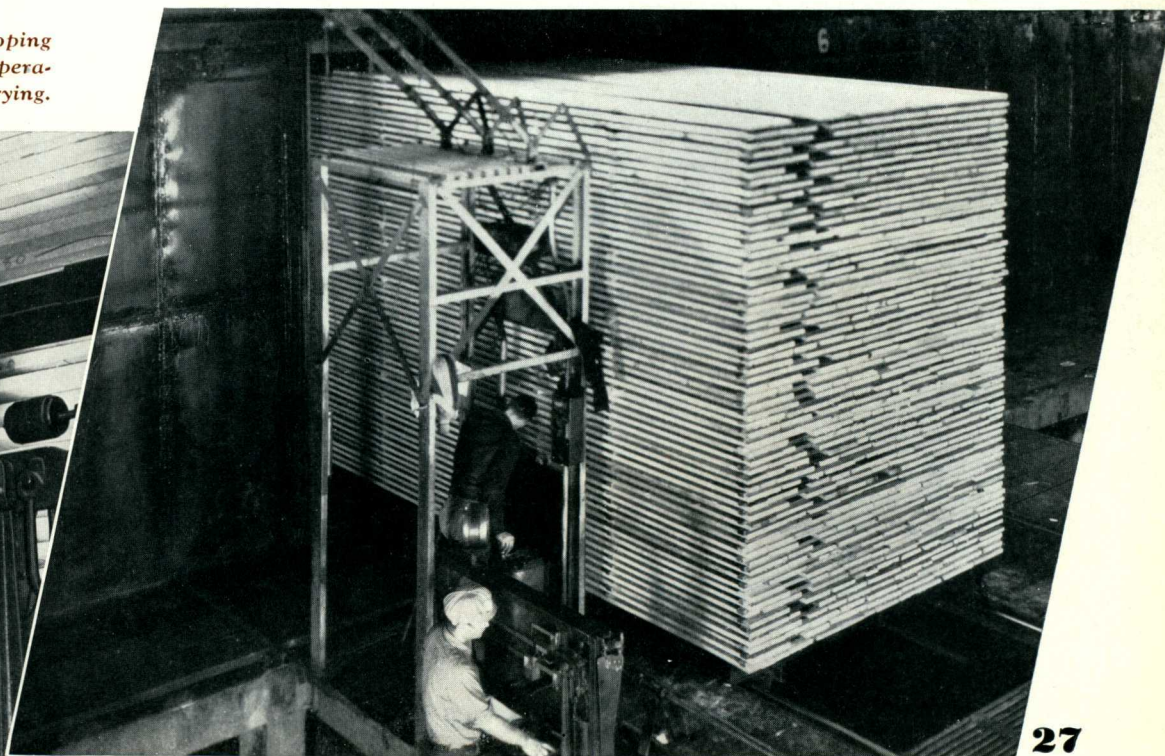
Kiln Drying Stabilizes Lumber—Prevents Warping and Shrinking

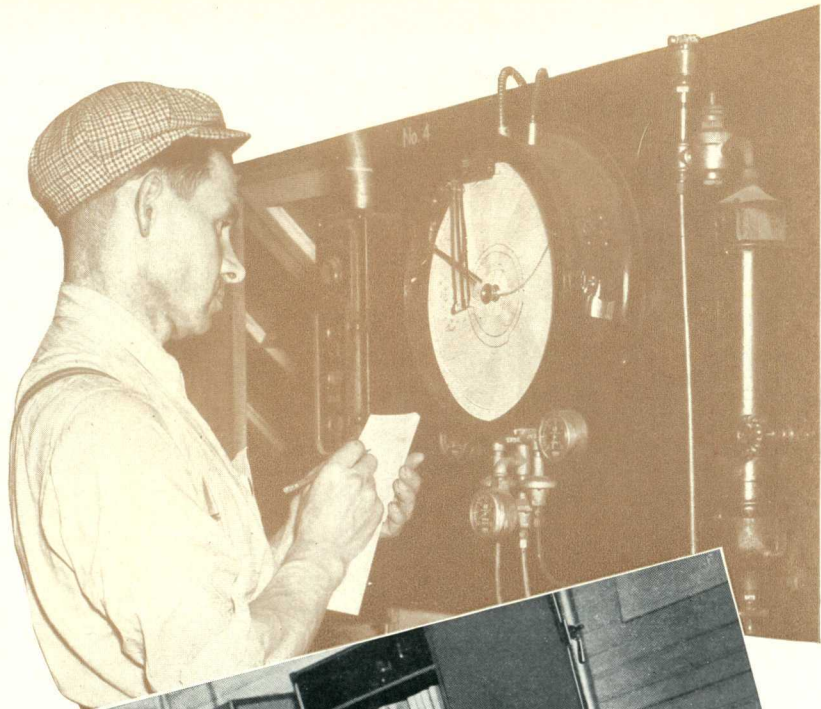
As far as the lumber industry is concerned, the development that ranks in importance with the invention of the automobile, telephone and airplane, is the perfection of the modern circulating-air dry-kiln. Before the day of the dry kiln, lumber manufacturers used to leave the important job of drying or seasoning of lumber to natural processes. They piled the green lumber outside in large piles, and let nature take its course. If the weather turned out to be perfect, with proper balance of wind, sun, temperature, and humidity, the lumber was seasoned correctly.

In the picture above, carefully piled cribs of lumber are about to enter the dry-kiln to undergo a controlled seasoning and drying process. Each stack, or

crib, contains approximately 6,800 board feet of one type of lumber (previously sorted on the green chain for thickness, sap, and heart stock). In this process of drying, the moisture-content of the lumber will be brought down to 10%. In its green state, natural moisture or sap sometimes makes up over 50% of the weight of a tree—in other words, approximately 6 tons, or 1500 gallons, of water are removed through kiln-drying from every crib of lumber! Thus, by reducing the weight, and thereby the freight charges on lumber, kiln-drying keeps the cost of lumber down. But more important than weight is the effect of kiln-drying on the qualities of lumber. By removing excess moisture, lumber is stabilized so that warping, twisting and shrinking are minimized.

(Below) The Edward Hines Lumber Co. has played a major role in developing and perfecting modern kiln-drying. One of the refinements of Hines kiln operations is the periodic, accurate weighing of a "control charge" during drying.



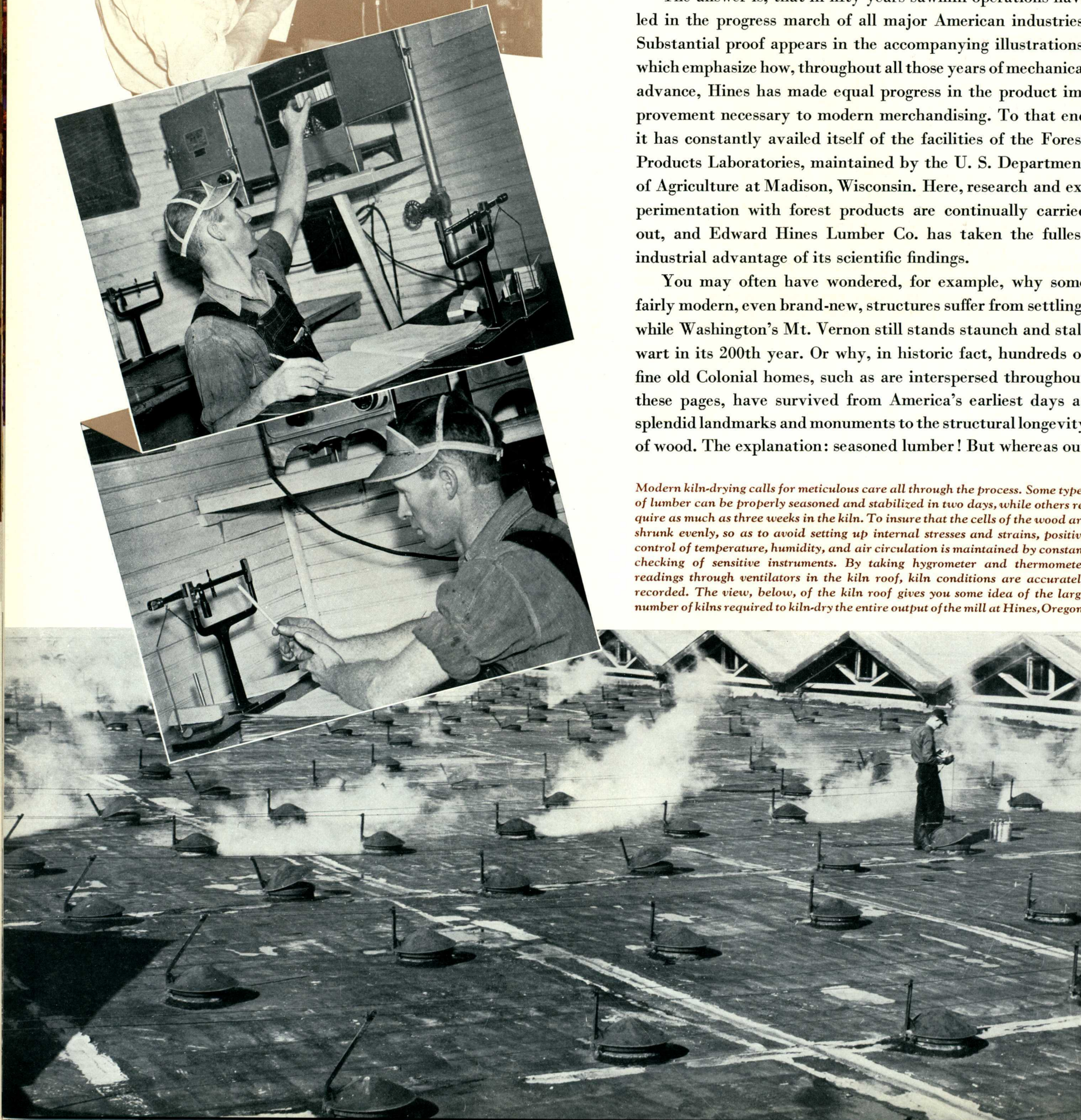


Something of all this is pictorialized in the present pages. And to the layman reader they suggest how a day's visit to one of our mills would be an adventure in surprises. The surprise of mechanization carried to such speed, accuracy and labor-saving lengths; plus the further surprise that modern lumbering should be able so adequately to satisfy enormous national demand, while safeguarding the many and varied requirements of the consumer.

The answer is, that in fifty years sawmill operations have led in the progress march of all major American industries. Substantial proof appears in the accompanying illustrations, which emphasize how, throughout all those years of mechanical advance, Hines has made equal progress in the product improvement necessary to modern merchandising. To that end it has constantly availed itself of the facilities of the Forest Products Laboratories, maintained by the U. S. Department of Agriculture at Madison, Wisconsin. Here, research and experimentation with forest products are continually carried out, and Edward Hines Lumber Co. has taken the fullest industrial advantage of its scientific findings.

You may often have wondered, for example, why some fairly modern, even brand-new, structures suffer from settling, while Washington's Mt. Vernon still stands staunch and stalwart in its 200th year. Or why, in historic fact, hundreds of fine old Colonial homes, such as are interspersed throughout these pages, have survived from America's earliest days as splendid landmarks and monuments to the structural longevity of wood. The explanation: seasoned lumber! But whereas our

Modern kiln-drying calls for meticulous care all through the process. Some types of lumber can be properly seasoned and stabilized in two days, while others require as much as three weeks in the kiln. To insure that the cells of the wood are shrunk evenly, so as to avoid setting up internal stresses and strains, positive control of temperature, humidity, and air circulation is maintained by constant checking of sensitive instruments. By taking hygrometer and thermometer readings through ventilators in the kiln roof, kiln conditions are accurately recorded. The view, below, of the kiln roof gives you some idea of the large number of kilns required to kiln-dry the entire output of the mill at Hines, Oregon.





After the lumber has been properly seasoned, and its moisture-content scientifically determined through bake-oven tests, the cribs are mechanically "broken out" and the boards passed along by conveyor belts to the dry chain. Here, expert graders give the lumber a thorough inspection, and mark it for grade according to rules set down by the Western Pine Association. Depending on absence of

knots, size and distribution of knots, and other defects, the boards are sorted into the different commercial grade classifications. Each grade is suited for a particular use, and the Hines mill is very careful to see that its grades measure up to standard. The grading and green chains of a lumber mill were the first use to be made of the modern "production line" in industry.

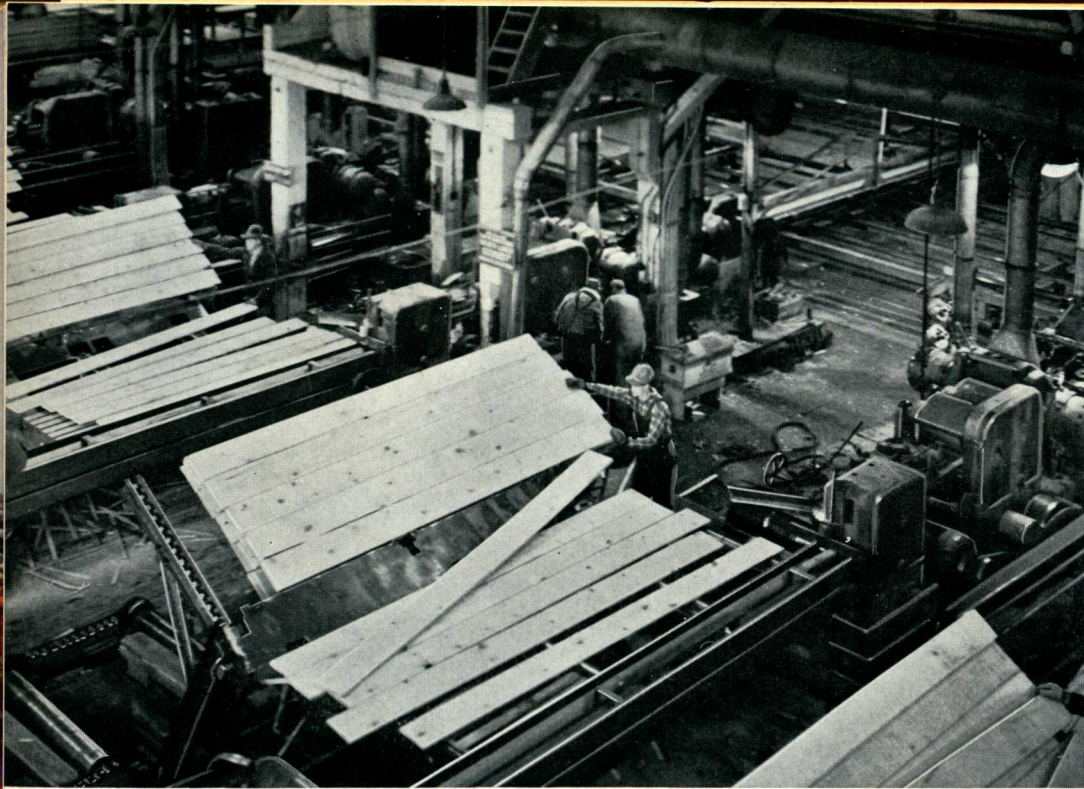
First President and these other early builders let Nature do the seasoning—in a year or two of air-drying—Hines produces equivalent results in but a few days. This seeming magic is actually modern kiln-drying: a Bunyan step wherein science has really "gone to town" both for the maker of lumber and for his customer, the user. Just like the human body, which is 90 per cent water, a tree is also a "body" of living cells, nearly 60 per cent water, nourished by a circulatory system that still defies the scientist's explanation. To save those cells, while eliminating that moisture to the "stabilized" point where warp will vanish and timbers remain true, is the purpose of all drying, whether by Nature's method or man's. Because it is quicker and better, we prefer the latter. Perfected by long laboratory research, its practice is the function of highly capable mill specialists. Factors enter that the average person never dreams of: thickness, species, sap, "heart stock," heat and humidity, balanced and tempered by circulating air . . . all so calculated and controlled that tree cells are shrunk evenly, and the wood dries straight and flat without impairing its serviceability or strength . . .

To follow the fortunes of a giant pine from its primeval home in our Oregon timberlands until its final emergence as "board feet" for loading and shipment, would require a volume in itself. Hundreds of collaborating lumbermen speed the process. Beginning with U. S. Forest Service experts, who select

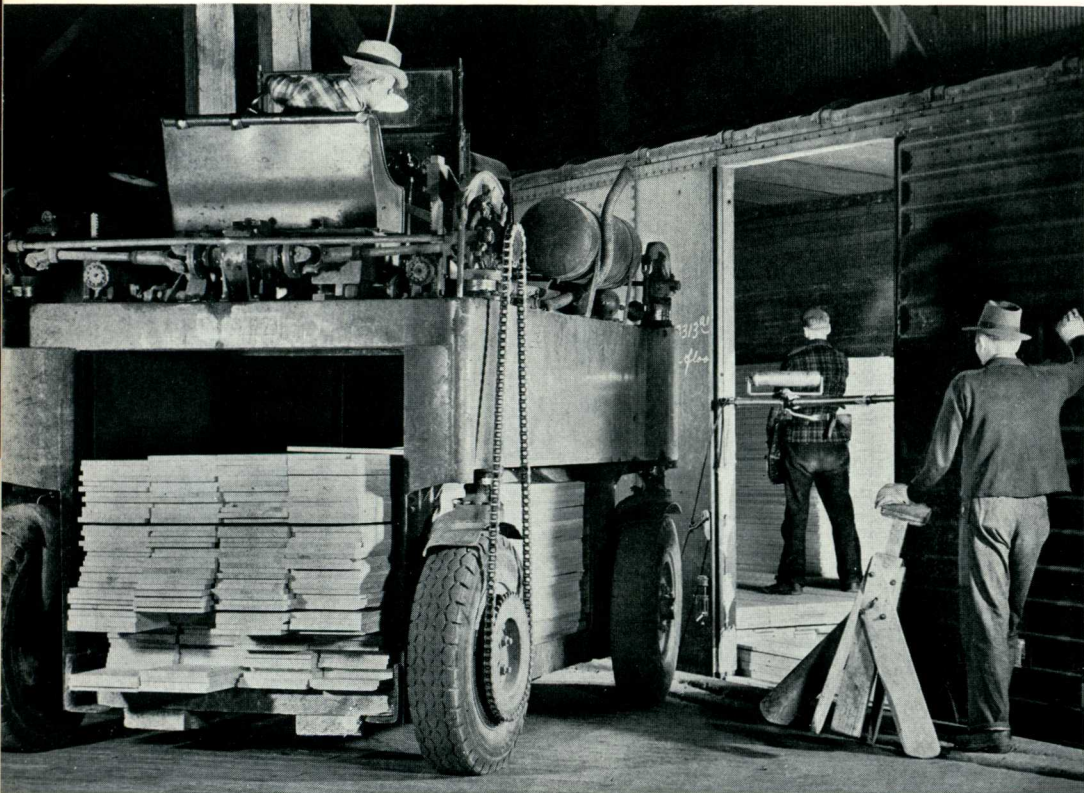
and brand the "ripe" trees to be cut—it would include hundreds of fallers, buckers, loaders and drivers in the forest; hundreds more at railhead, mill receiving-pond and log slip; and still more hundreds who carry it on through the successive steps of sawing, edging, trimming, sorting, kiln-drying, finishing, grading, and branding. On paper, a mere array of words . . . but in actuality, a headlong, zestful, picturesque, yet efficient, business!

Interpreted from the public's point of view, these collective activities spell but one purpose: to supply forest products in any of some five thousand varied forms that will deliver the beauty, utility and enduring service inherent in the tree before it is felled. That purpose is realized in Hines Precision Lumber—heralded as a contribution to architects, builders, contractors, and potential home-owners; and just one of the many achievements in consumer service which lend luster to our Fiftieth Anniversary. It is a specific instance of where collaboration with the Forest Products Laboratories resulted in a framing lumber that minimizes the settling damage caused by excessive lumber shrinkage. It means that "Mt. Vernon excellence" in freedom from structural ills can be achieved with Precision Lumber—every piece of which Hines tests, inspects, certifies, and brands with its own name for the consumer's protection.

These, in brief, are truly modern operations. With characteristic instinct for the best, Edward Hines himself had the



When lumber leaves the Hines mill it is completely ready for use. After being kiln-dried and graded, it is surfaced by giant planers and again graded to be perfectly sure it is up to fixed standards.



As Ponderosa Pine is a versatile wood of varied uses, customers' orders call for a variety of sizes and lengths. Agile carriers bring the orders to the car-side for easy loading, where it is further checked for grade before shipment.



satisfaction of planning them, and of seeing them with his own eyes. The contrast they must have afforded to the operations of his pioneer days in the early 80's . . . the days of "green" timber piled indiscriminately on river docks, and of every-man-for-himself practices . . . would provide abundant material for fiction. Indeed, should Literature ever decide to go a-logging in company with some of the lusty ghosts of those bygone years, volumes of forest romance would certainly emerge from its mental mills, as enduring as any buildings!

When men remember, fancies and emotions are natural intruders. Those which appear here we hope will be pardoned as such. Fiftieth milestones, in a land as new as America, are a time for review and inventory. They encourage and excuse the idealizing instinct that is in us all. The forest is an enchanted realm. Men who work in it and live by it, or dwell under its manufactured shelter, would be scarcely human if they did not value its mystery and grandeur along with its commercial significance. That, we are sure, is how the Hines forest worker often feels, when the song of the wind and the ring of steel is in his ears . . . and even the busiest of our executives must feel it in his cited moments of reverie when the routine slackens. Nor are we ashamed of thus appraising and appreciating the source of our livelihood, while extolling the service it has permitted us to render our fellows. So much of sentiment certainly should be part of this book; and we are glad to so go on record.

Remains for added mention the completeness with which, in its Fiftieth Anniversary year, the company has rounded out its capacity for serving every building necessity of its own

Even though each and every board prior to reaching the loading platform, has undergone three careful inspections, before it is placed in the car there is a final check-up by an expert grader at the car door. Extreme care in following out orders and in seeing that the lumber is up to grade is an underlying "must" of the Edward Hines Lumber Co. That policy was started over 50 years ago by the founder of the company, Edward Hines. Out of a log there may come several grades of lumber—each grade ideally suited for a particular purpose. The accurate determination of each grade, and truthful marketing of the different grades, are the foundation of a successful lumber business.



Chicagoland area. From the needs of the largest-scale industrial buyer down to the smallest item of odd-size doors and windows, the facilities of the Hines retail organization and woodworking division are adequate and instant. The maintenance of complete, diversified stocks of fixed quality standards—a chain of twenty-two conveniently located city and suburban neighborhood yards—along with truck fleets for swift motor transport to any destination—combine to put ideal resources at the disposal of consumers anywhere in the Chicago area.

For the small buyer in particular, every Hines retail yard provides in his own neighborhood a complete building, remodeling, and budget financing service. Attractive display-rooms, featuring the latest developments in modern building materials—supplemented by expert information and advice—carry out to the nth degree Edward Hines' original dictum of "The customer first." Most of the capable yard managers responsible for the smooth functioning of this retail division are veterans attracted to the organization, or picked by him as "men of promise" in his former years.

At a Main Yard where a 20,000,000-foot inventory is housed on more than 30 acres of space, lumber dealers throughout the Middle West have found the answer to their need for prompt, efficient service. Being the largest lumber source of its kind in the country, it is only natural that railroad and industrial builders resort to it constantly, and that huge shipments reach its yards along the Chicago River from the west coast via the Mississippi River.

Supplementing its wholesale resources, and as a convenience facility both to its own yards and lumber retailers at large, the company maintains a modern warehouse at Skokie, Ill., which stocks doors, windows, mouldings, and other millwork, as well as a large variety of insulation, roofing, and similar supply items. This warehouse also enables nearly a thousand lumber dealers within a 100-mile radius of Chicago to maintain highly profitable minimum inventories of their own and draw on Hines stocks at need . . .

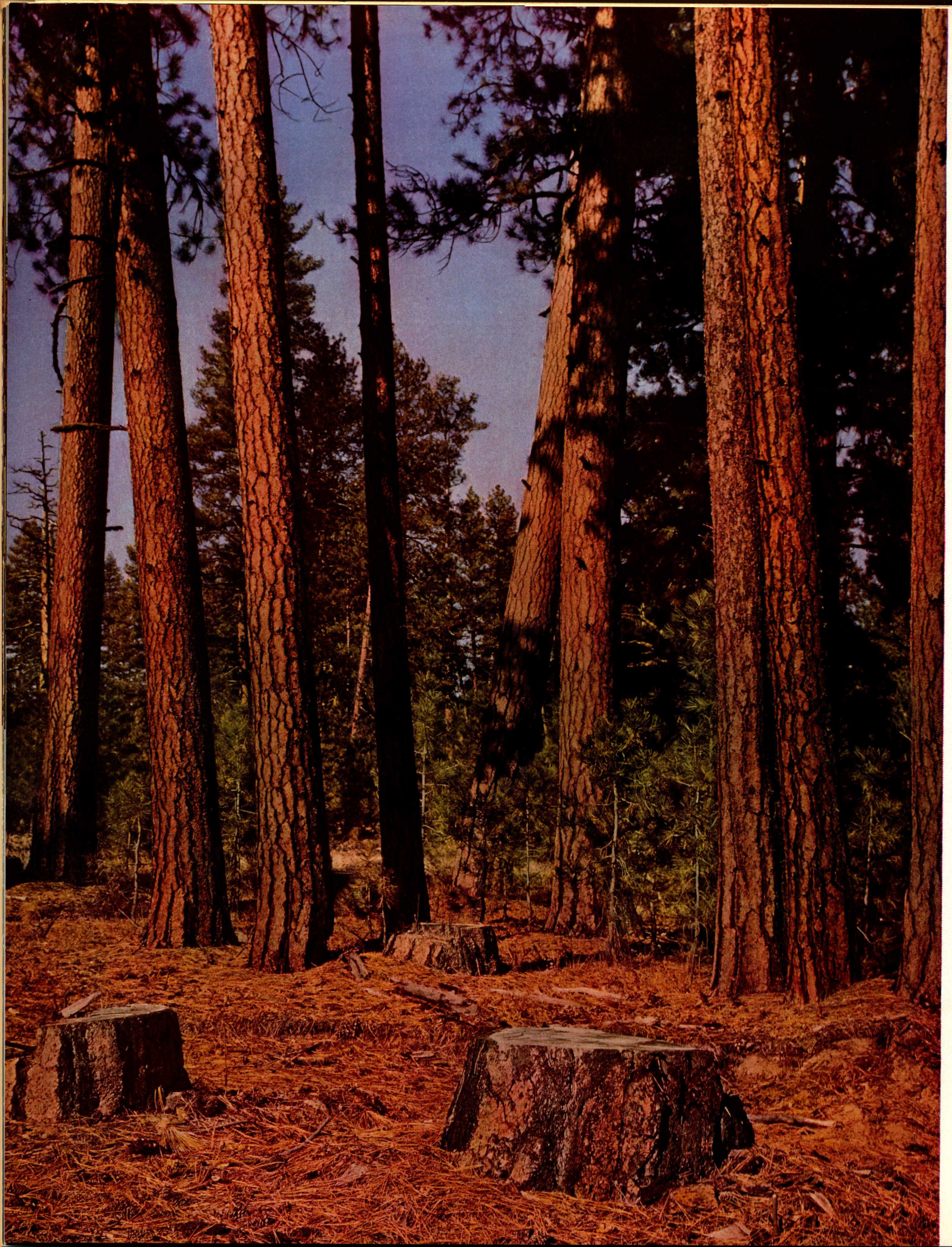
Manufacturing, wholesaling, retailing—collaborating with Government agencies in the long-cherished scheme of forest conservation—the enterprise which Edward Hines founded has gone its way up the years from 1892 . . . in Emerson's phrase "building better than it knew" toward the goal of the greatest good for the greatest number. That its fullest potentialities have not yet been attained—that the decades ahead hold events undreamed in the decades behind—no men more keenly appreciate than his sons, and the executives trained by Mr. Hines, who head the company today. But with justifiable confidence they believe that what the company can become is best intimated in what it already is.

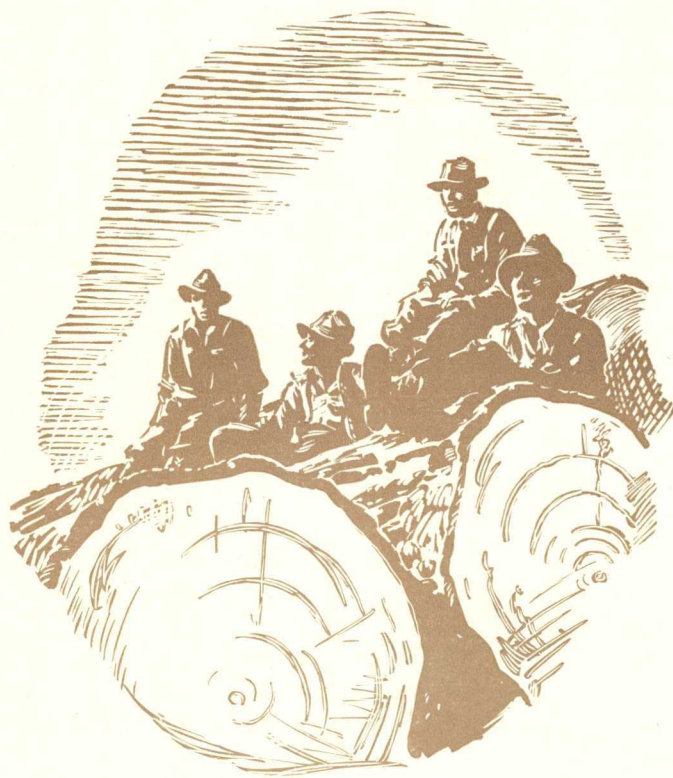
"The forest survey indicates that we have more forests than we thought we had, and more forest growth—enough of the latter so that total growth of all species and sizes for the whole country probably comes much closer than we previously thought to total annual drain from all causes . . . Enough progress has already been made to indicate that on an overall basis, with reasonable care, the forest lands we now have are capable of producing all the timber we need for domestic consumption, plus a comfortable margin for export."

F. A. SILCOX, late Chief of the United States Forest Service, in his annual report for 1938.



It is only by putting the products of our forests to work for the benefit of man that we can arrive at true conservation of our national forest resources. Trees, like human beings and other living things, are not ageless. After reaching maturity, the vitality of a tree starts to decline, and it becomes a weak victim of its natural enemies. In the words of the forester versed in silviculture, a tree which is ripe is ready for harvesting, and if it is left to nature it will soon become nothing more than waste. Hines takes these big trees and through a superb manufacturing process turns them into first-quality lumber so highly regarded by millwork manufacturers, industrial users and lumber dealers all over the United States. All finished lumber is end-trimmed and marked with the name "HINES" in red for trade identification. Under the Hines-U. S. Government methods of tree harvesting, the forest is treated like a farm and its productivity of fine, high-grade lumber is made permanent.





A MODEL OF MODERN FOREST PRACTICE

"FORESTS FOREVER"

Goal of the Sustained-Yield Program at Hines, Oregon

STUDY the color picture opposite—first counting the stumps, and then the trees. Here is visual evidence, more convincing than words, of the careful, constructive character of the logging and manufacturing program, now in its twelfth year of successful operation, being carried out at Hines, Oregon. This program, equally vital to county, state and nation, embraces most of the Malheur National Forest and privately-owned timberlands in its vicinity, located in Grant and Harney counties in Eastern Oregon—and represents the splendid possibilities of thoroughly fire-protected, sustained-yield forest management, practically realized through close collaboration between the U. S. Forest Service and the Edward Hines Lumber Co.

Under the direction of the Forest Service, cutting is limited—as the photograph clearly illustrates—to full-grown, mature trees, readied for removal by Nature, and both dangerous and wasted if left standing. This also allows the younger and thriftier pines which remain to fulfill better than before their function of lumber production, forest coverage, protection of younger growth, and seed generation. In short, by applying this method of "light cutting," the forest is treated like a tree farm . . . insuring its continued productivity, maintaining its wild-life and recreational values, and best of all, safeguarding its future as an enduring timber source.

What no picture can convey, obviously, is the months and years of prolonged study and technical research on the part of U. S. Forest Service officials that evolved the present improved plan of forest management, at the same time enhancing the economic value of the logs available to the company. This was truly a splendid example of Government and business co-operation for their mutual welfare. The fullest credit must be given to the U. S. Forest Service, as well as to the members of their personnel in Washington, Portland, the Malheur Forest, and to the splendid Pacific Northwest Forest and Range Experiment Station, which is an important part of the U. S. Forest Service. Anyone who vacations in our national forests will recall the green-suited forest rangers, who mark the trees for logging, prevent fires, and study the various problems of perpetuating the forests for economic and recreational purposes . . . the men who, by their work, have contributed much to what the Forest Service and ourselves are seeking to accomplish.

The "light-cutting," sustained-yield forestry management procedure pursued in the Hines project is one of the outstanding examples of its kind in America today. A procedure whereby the cycle of selective cutting of matured trees, safeguarded against fire, recurs approximately every thirty years—thus making the forest lands continually productive.

Without benefit of government subsidy of any kind, the company built its huge, electrically-powered mill; completed construction and operation of the 50-mile-long Oregon & Northwestern Railroad, which serves the project and also carries freight for the ranchers; installed expensive logging equipment; and established the towns of Hines and Seneca. It buys trees from the government, logs and manufactures the lumber, and sells it in the open market. Not only to safeguard its investment, but further assure the sustained-yield operation's success, the company also maintains modern, up-to-the-minute fire-fighting units, ready for every emergency.

As its own contribution to this unique civic-commercial enterprise, the U. S. Forest Service manages and conserves the forest; protects it from fire, disease and insects; and provides more and better grazing lands for the abundance of sheep, cattle and wildlife in the domain—all of which gives permanence, and preservation of basic values, to the industry which supports the community, and enables a return to local government of part of the timber sale income to offset their loss in taxes. Local counties thus receive for school and road improvements 25 per cent of all money paid to the Forest Service for timber purchased. This also gives the counties an assured income for the future; not only in revenue from the timber, but in tax revenues from all other sources. To protect, at the same

time, the government's interests, and assure its receiving full advantage of current market prices, re-appraisals of timber values are made periodically.

Through such farsighted management, the many invaluable services of the forest are not obliterated—but perpetuated. By a procedure of "light cutting" and removal of mature, over-ripe trees, the forest is not only revitalized—so that it can better combat disease, insects and fire—but also put in balance, wherein the drain on the forest does not exceed Nature's rate of growth. If you have seen windfalls in our northern forests—huge trees lying dead and wasted on the ground—you can appreciate the need for such regular harvesting of ripe trees. Not merely does this stabilize the lumber industry and its communities—an end vital in itself—but it retains in attractive condition great areas that provide unlimited recreational opportunities to the public. It is silviculture in its best sense. It is hospitable to wild life, and not only maintains proper grazing facilities for livestock, but protects industrial and community water supplies, as well as reducing flood and soil-erosion losses. Nor is the idea new—save in its intelligent American application—since forests in Europe hundreds of years old owe their existence to this sustained-yield, or "ripe tree harvesting," principle.

Other ways of obtaining sustained yield may be better under other conditions; also, before private enterprise generally could undertake such a program, many unreasonable economic handicaps, such as local tax burdens, would need modification; and provisions would also be required for long-term public credits and greater public fire protection. Most private lumber companies are interested in the long-term welfare of their local districts, and once adoption of the sustained-yield system could be facilitated, they would be enthusiastic over its possibilities for assuring their economic future.

THE SECRET OF "LIGHT CUTTING"

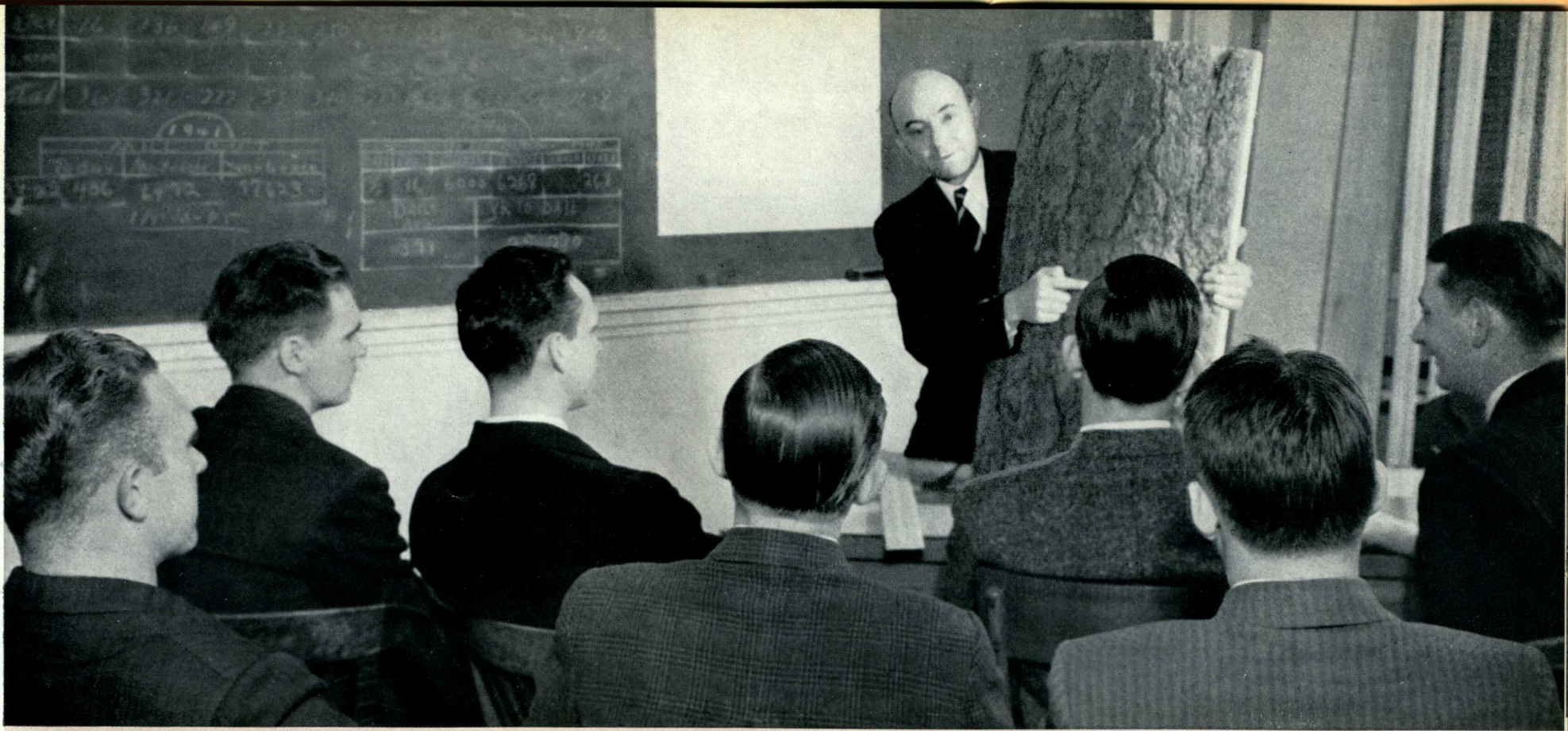
Pause once more, if you will, to consider the color picture two pages back. Note the ratio of trees to stumps. Even the layman in forestry technique can catch the sound significance of today's enlightened policy of selective cutting and sustained yield, as practiced at Hines, Oregon.

At the start of the Hines sustained-yield project, cutting took out about 80 per cent of the available log scale, leaving about 20 per cent for seed trees and cover, as well as the trees

The many loyal veterans in the employ of the Edward Hines Lumber Co. strongly attest the generous employee policies instituted by Edward Hines. There are over 125 men working today in the mills and forests of Oregon and Wisconsin, as well as in the Chicago operations, who have been with the company twenty-five or more years.

Standing in front of piles of birch snow-fence lath at the mill at Park Falls, Wisconsin, two old-timers—with a combined total of fifty-three years of service—happily recall their years of steady employment with Hines.





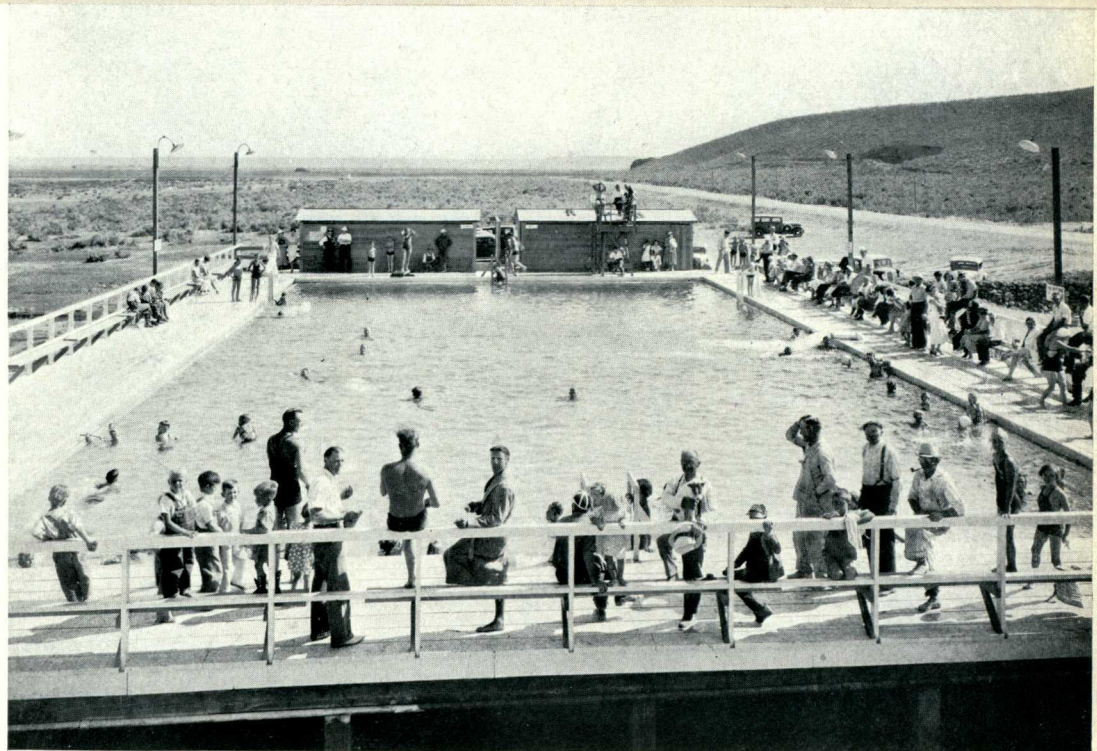
Future salesmen and executives of the Edward Hines Lumber Co. start their training at the bottom of the ladder and work up! So that they will have a full knowledge of lumber and its proper utilization, students who are in most cases graduates of schools of forestry work in the mill to obtain first-hand knowledge

of the many manufacturing processes. Periodically, these students attend lectures by mill executives on the fine points of the business, and, after about a year of such training, are placed in the Hines organization in positions best suited to their abilities and aptitudes.

too small to make lumber. The interval between cuttings was expected to be 60 years. It was soon found that this could be bettered, both from the Company's standpoint and that of the Forest Service. It was too slow in changing the virgin forest to a growing condition, and occasioned too much natural loss of harvestable trees. Moreover, many "marginal logs" went to the mill, lowering the average quality of the output. And last, the new crop was sometimes slow in starting.

As an alternative to this unsatisfactory situation, and in search of more facts, a careful study was made of one thousand logs, harvested on a much lighter scale of cutting. Such a study involved detailed examination and accurate determination of logging and manufacturing costs, on one hand, and of lumber grade and sales realizations, on the other. An agreement resulted to cut approximately 40 per cent of the timber in the forest and leave 60 per cent standing.

Presto!—in the face of experts' predictions that such a feat was uneconomic, actual results showed that this improved method offered two distinct advantages. First: the types of trees chosen for cutting contained so much more lumber than those selected for the reserve stand that actual cutting could be reduced to 20 per cent. And second: not only was the Forest Service plan of forest development expedited, but the return cutting cycle thus made possible was also reduced from around 60 years to 30 years! A crowning achievement on the part of Hines management was its successful solution of the problems involved in cutting fewer trees scattered over greater areas. By utilizing expensive equipment and adopting new



A cool plunge in a swimming-pool after a hot day is a treat appreciated by everyone—and especially by Hines employees in Eastern Oregon, who work many miles from natural bathing facilities. Two swimming pools—one at Hines, and the other at Seneca—sponsored by the company, are the big activity centers during the summer months. Even though far away from large cities—with playgrounds, swimming pools, a golf course, and forests teeming with wild life—Hines, Oregon employees have recreation facilities which might well make any "cityite" envious.

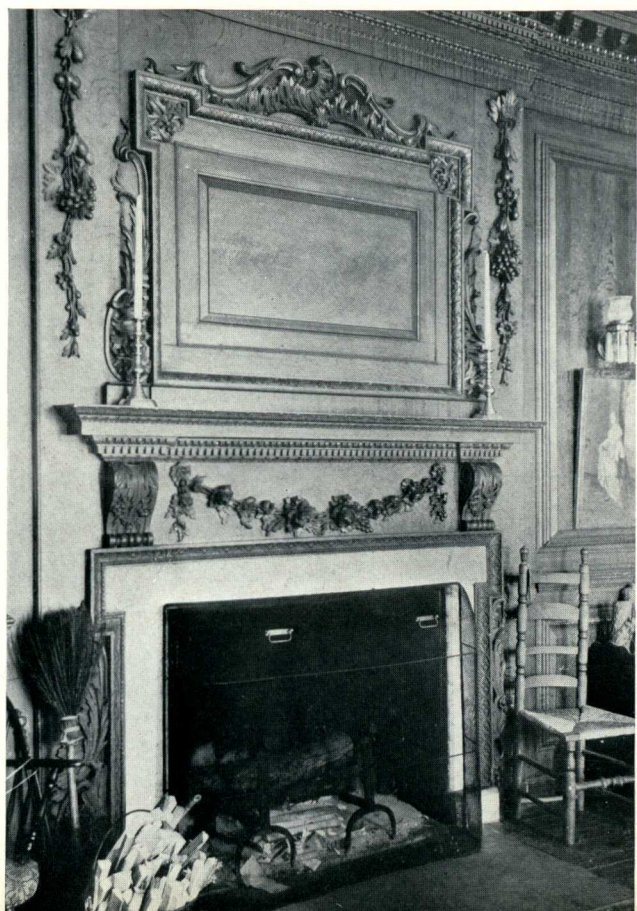
methods which kept down logging costs, an economic obstacle was overcome that even veterans in the industry declared was insurmountable. What had never been done before in Ponderosa Pine was successfully done here. "Light cutting"—the very heart of the sustained-yield principle—in this case, the



John Paul Jones House

Built in 1758 by Captain Gregory Purcell, this house in Portsmouth, New Hampshire, is distinguished by its fine proportions and exquisite lines. Today it is more celebrated as the home occupied by Admiral John Paul Jones in 1777, while his ship, "The Ranger," was being outfitted.

The very essence of New England's graciousness and hospitality was expressed in its magnificent doorways. Doorways without, fireplaces within, were in truth the points of interest to Colonial builders; and it was during the 18th and 19th centuries that New England's foremost architects, Bulfinch and McIntyre, executed some of their finest work.



The Lee Mansion, in Marblehead, Massachusetts, possessed an elaborateness far beyond the simple restraint found in most early American homes. The wallpapers and interior woodwork came from England. Much of the artistically and finely carved interior decoration was done by the famous craftsman and designer, Grinling Gibbons.

fellings of no more than four or five trees per acre—was simultaneously proven to be economically sound, and beneficial to the forest as well.

PROS AND CONS OF SUSTAINED YIELD

It should be emphasized that the Hines, Oregon project in advanced forestry technique was not undertaken without careful consideration of its basic adaptability to such an undertaking. It had the advantages, on its credit side, of a high altitude favorable to growth of the finest-textured trees—Malheur National Forest stands 4,000 feet above sea-level, between mountain ranges, and is well protected from wind-damage—and is an all-age forest which is 90 per cent Ponderosa Pine. With such a forest, ranging in age from young seedlings to majestic giants, suitability to sustained-yield management approaches the ideal—and has so proved. Trees of 150 years and upward are those which the Forest Service is most interested in removing, since they do most to hamper the growth of younger, thriftier pines, harbor diseases, and most easily fall prey to the insidious western pine beetle. As dead trees, moreover, they invite the hazard of fire.

These common enemies of all forestry operations are encountered and combated at Hines, Oregon in the reverse order of their listing above. The *dendroctonus* beetle, as entomologists designate her, comes first, and is a forest foe that invades and destroys to the last. Black, shiny, tiny—she measures but a quarter-inch in length—this oval killer has a peculiar fondness for Ponderosa as a nesting place, particularly for the enfeebled, over-mature specimens. In some years she has destroyed more timber than has been cut down or consumed

by fire. She has an uncanny instinct for cruising the forest gloom and alighting unerringly on older victims of low vitality, where her razor teeth quickly bore through the outer bark of the tree to the “cambium layer,” or soft living tissue. Should an occasional error of judgment land her on a lustier youngster, she is trapped and drowned in its resin-flow; but mostly her maraudings are as accurate as they are deadly.

While science has not as yet perfected a method adequate to bark-beetle extermination, the Federal Bureau of Entomology and Plant Quarantine is constantly studying the problem, and conducting researches to that end. Many beetle-destroyed pines are commercially salvageable, however, if removed in time; but once the attacked tree loses its bark, and becomes what woodsmen call a “buckskin,” it is usually not worth taking out of the forest, and remains as a fire hazard. Since *dendroctonus*’s preference is for trees that have fully matured, the importance of prompt salvage, under the sustained-yield plan of opening up the forest to easy accessibility by roads, speaks for itself. Using the Hines cutting schedule of 20 per cent of the number of trees, such roads are extended twice as rapidly as under the original plan; and a highly significant civic contribution lies in the fact that, under government specifications, when logging operations in a given locality are completed, these roads revert to public use and are available for all future cutting cycles, as well as for fire protection.

ACCENT ON FIRE CONTROL

Averaged statistics show that 61.3 per cent of forest fires throughout the nation are preventable—the result of careless human agencies. Both Edward Hines Lumber Co. and the

Compare the substantial, solid atmosphere of Seneca, Oregon—home of Hines logging crews—with the temporary, transient character of the mushroom shack-town created by the ever-nomadic loggers of the past, and you will be able to appreciate what the sustained-yield program means in human values! This

modern community is permanent—nor is it in any sense a “company town.” Its homes are the proud possessions of industrious workers in the woods; the business section is privately owned and operated—entirely free of company influence—and the town is in all respects governed by its residents.





In Hines, Oregon this attractive but modest house typifies the kind of homes purchased by employees on long-term, amortized mortgages—a “buy-like-rent” system instituted by Hines before the advent of FHA.



And as you drop into the home of one of the men employed in the Hines mill (everyone and everything is “prettied up” for the camera-man, as every proud mother would certainly have it!), you begin to appreciate even more the value of the sustained-yield program.

With the assurance of permanent employment, Hines employees enjoy to the fullest their American way of life. Theirs is the pride of home ownership—of rearing their children in a healthful, congenial atmosphere—of living their own lives, in their own way. You don’t have to ask whether they’re happy. Every well-trimmed lawn, every well-scrubbed kitchen, tells the story more eloquently than words.

U. S. Forest Service are doing their full part to prevent and control such hazards to life and property, and what is most urgently needed is the public’s wholehearted cooperation. That 3 out of 5 fires are unnecessary, underscores with a deadly importance the Hines policy of closest cooperation with rangers of the U. S. Forest Service in fire prevention, detection and suppression. While frequent absence of dense underbrush renders ponderosa pine forests less subject to fire, careless summer vacationists need only supply a spark to set the dry coverage of grass and pine needles roaring into flame.

To prevent such catastrophes, Hines lumberjacks join their individual vigilance to that of the ranger on patrol and the lookout high in his tower on some commanding peak—each alert for the tiniest telltale flicker of smoke. Should fire be discovered, all hands drop work and converge at once on the danger-point. Under Forest Service direction the company not only maintains its own special trucks equipped with water-tanks, pumps, and complete fire-fighting tools and clothing, but pays its men full time for every hour devoted to fire-fighting.

If the fire is in a section that has been logged, roads make it easy to reach and bring under control. But let the flames break out in a more inaccessible spot, fanned by a sportive wind, and it may take days of herculean effort by hundreds of men to stay its devastating march. Every year, such conflagrations break loose in some sections of our nation—occasionally traceable to lightning, but more often to negligent campers. The one obvious moral to every reader is: “In the woods, don’t smoke; build your fire only on clean, bare ground; and never leave a fire before you are sure it is out.”

PERPETUATED COMMUNITIES

Over more than a decade the Hines, Oregon sustained-yield operation—largest of its kind in the country—has demonstrated not only scientific conservation of a major national resource, greater protection against fire, and increased accessibility for the combating of pine beetles, but two advantages still more memorable: assurance of a continuous supply of





How would you like to have a bus stop in front of your door in the morning—take you to work—and then bring you home at night? There's many a city worker—tired of long rides on a street-car—who would welcome the transportation arrangements made by Hines for its logging crews. This fleet of buses—the

smaller coaches are for the fallers—transport employees between Seneca and the logging operations. There are no lumber camps in the woods—everyone returns to his home and family every night. As far as the workers are concerned, this is one of the best features of a sustained-yield operation.

forest products to the consuming public; and the creation, in lumbering regions, of "perpetuated communities."

What this latter phrase can mean in actuality is visible and tangible—likewise a genuine surprise—to the visitor at Hines. This "created" town is adjacent to the mill, and to its two-mile-distant neighbor, Burns, county seat of Harney County, whose commercial section serves both communities. The latter had stood still in this section of the Eastern Oregon country for some thirty years—a typical "cow town," existent only by virtue of the old-time cattle ranchers who owned huge ranches and vast herds of cattle and sheep. A standstill town, because it was off the railroad and without benefit of the income from a steady industrial payroll.

Today, this same Burns is a place transformed. Came Hines, in 1929-30, to give it the impetus of a mill, a railroad, and tremendous logging, manufacturing, and shipping activities . . . and the result is a thriving Western community with several times its original population, modern in every sense of the word. The payrolls of the Hines mill have made possible an era of civic improvement embracing paved roads and fine schools; and another feature, never before associated with a migratory industry such as sawmilling, is that most of the workers, who live in Hines, own their own homes.

In Hines are a public playground, library, swimming pool, and nine-hole golf course—and the only company-owned houses are the logging superintendent's and manager's homes. Even the logging town of Seneca, fifty miles farther north, boasts brightly painted houses, green lawns, a modern school,



Modern schools—just as up-to-date in facilities and methods of teaching as the best in the country—give the children of Seneca and Hines every educational advantage. These schools are supported by the local communities and county governments, and are one of the most notable contributions of the sustained-yield program. Good roads, fine grade schools, a modern high school at Burns, and all the commercial activities of busy, modern life, are the result of steady mill and logging payrolls. Thus Hines maintains, and will perpetuate, prosperous communities in this Eastern Oregon section.

and movie theater! Gone forever are the "Paul Bunyan days." Thanks to sustained-yield management, the company's 50th anniversary finds the lumber industry one that has come of age and settled down—to produce an enduring product from forests of enduring productivity!

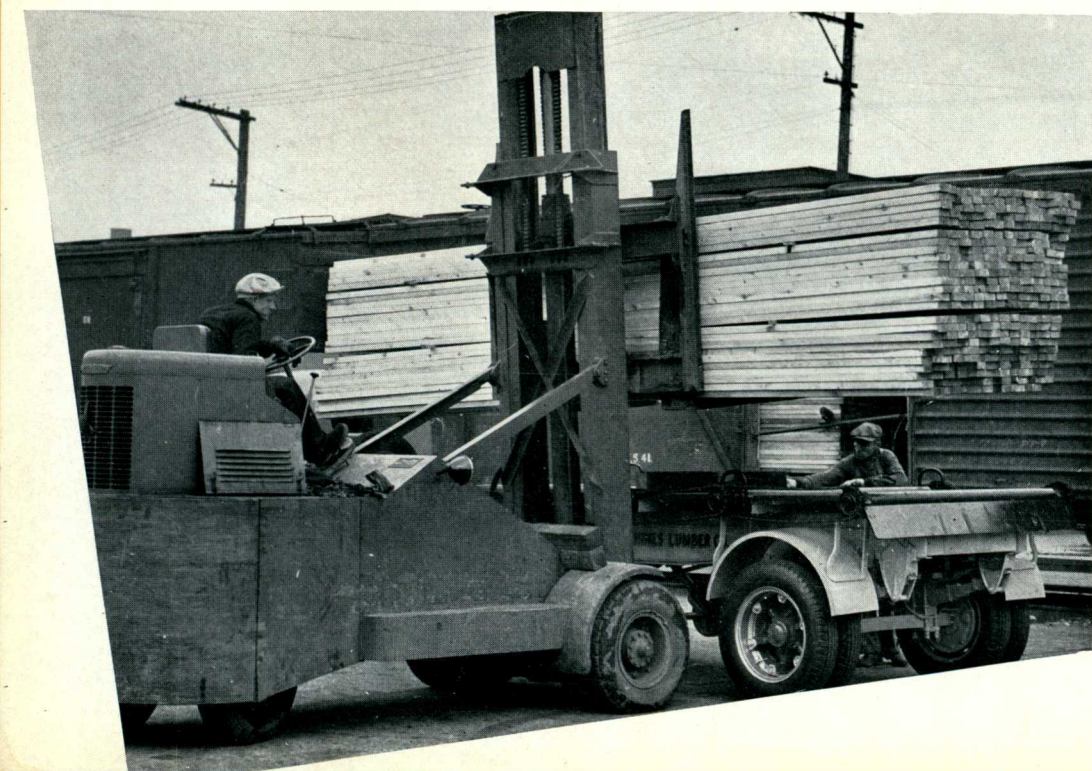


The bright yellow trucks of the Edward Hines Lumber Co. are a familiar sight on the streets of Chicago and surrounding suburbs. Only in this area does Hines sell at retail—through twenty-two yards, conveniently located for serving builders, contractors and the public. Hines has built up one of the largest retail lumber businesses in the country through application of progressive methods of service and merchandising, and the jealous guarding of a reputation for quality.

SERVING A CITY'S HOMES

NO SURVEY of our fifty years in business would be complete without paying tribute to the independent architect, builder, contractor and prospective home-owner, who, through their combined activities, have made possible the scope and success of our retail operations. Consistently, ever since establishment of its first branch yard at Rosehill, on the north side of Chicago, in April, 1909, the company's neighborhood outlets have multiplied—all in response to one of man's most imperative instincts: that of owning his own home.

Nor is this surprising. For freedom to live in a place of one's own choosing, that reflects one's own ideas of architectural charm, accommodations, convenience, and comfort . . . there to raise a family without interference, while enjoying domestic quiet, safety for the children, and the true home delights of gardening and recreation . . . on this inalienable right, exercised by thousands of Chicagoans, our enormous retail business has been built. Thanks to the patronage of hundreds of independent builders, the city of "I Will" has thus, through the years, been embellished with innumerable homes, ranging from cottage to mansion, embodying Hines products and facilitated by Hines service.



The existence of these thousands of Chicagoland homes, privately planned, built and owned . . . the activities of these progressive builders and contractors, whose experience and resources have created them . . . and finally, the unsurpassed supply facilities placed at their disposal by our neighborhood yard system—make up a picture of community construction progress that well deserves special mention. All too frequently, in this expansion picture, has the role of the builder himself gone unappreciated; yet to him the prospective owner brings his hopes, dreams and ideas—and through him the products of forest and mill become the prized realities of a Modern Home. It is only fitting, therefore, that the builder should receive rightful credit, not alone in Chicago, but throughout the country at large, for making home ownership appealing and possible, practicable and profitable.

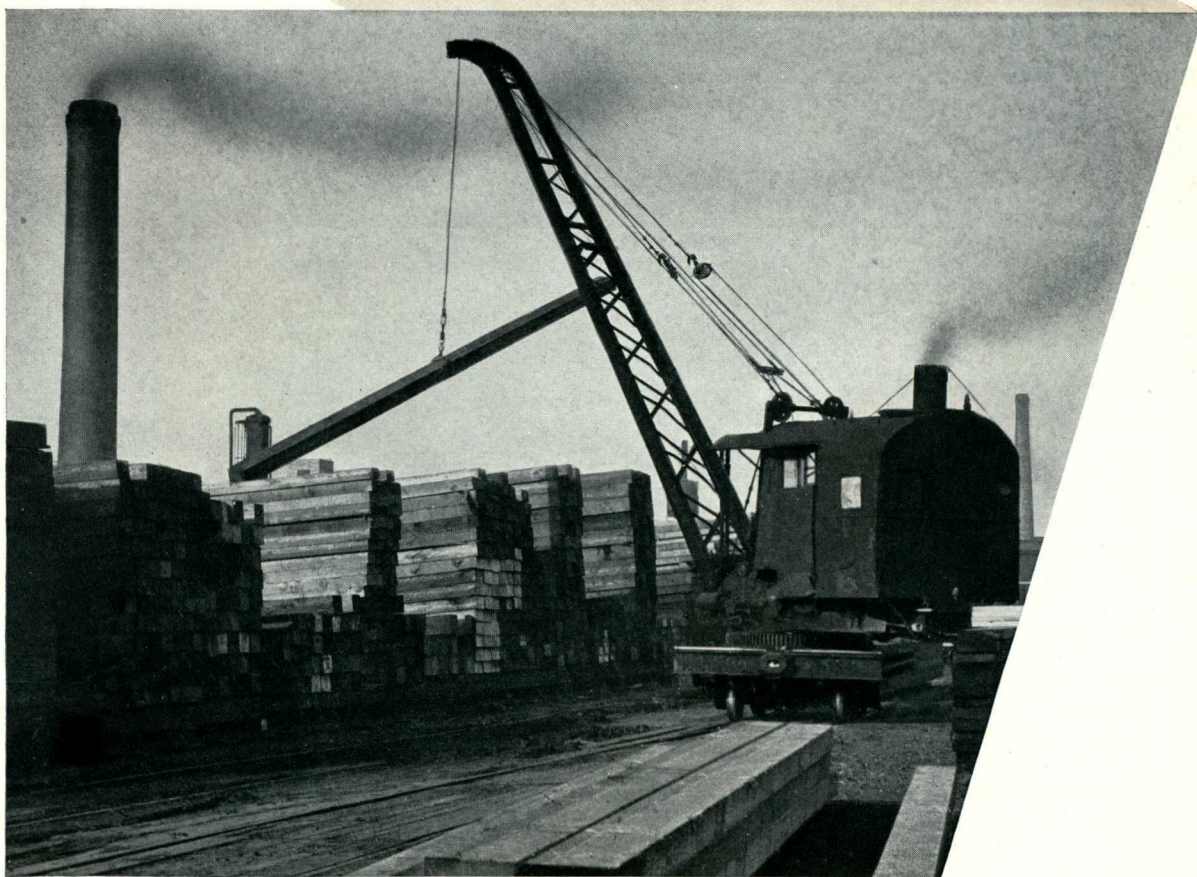
While wartime restrictions limiting present home-building to defense housing have, at the moment, confronted builders with serious—even, in individual cases, disastrous—consequences, the passing of war will bring a renewal of demand in this field of such proportions as this country has never seen. In volume, it will more than compensate all the penalties and deprivations of the present. For wars and men may come and go; but that basic institution, the American Home, can never be successfully supplanted by “mass programs,” or impersonal socialized projects. Human nature resents regimentation: chiefly, in everything that pertains to the freedom and security of the family. There it will be content only with the privilege of private planning and personal ownership.

SPEEDING A NATION'S CAMPS

As for the company's role of emergency service to America at war, its record is written large in army camps, cantonments, ordnance plants, air fields, naval aviation bases, docks and shipyards, throughout the nation. As a signal instance, it was supplying lumber for every type of construction use on the government's expansion program at Great Lakes Naval Training Station long before declaration of hostilities.

In less than twenty-four hours after “Pearl Harbor Sunday,” the yellow trucks of Hines began their deliveries of framing lumber for train-

At 2431 South Wolcott Avenue in Chicago—on the site of the old S. K. Martin Lumber Co. where Edward Hines, as a boy, entered the lumber business 65 years ago—stands the Chicago Main Yard of the company. This big yard—over 30 acres in area—is complete in its service facilities and its stocks. For 46 years this yard has been the major source of lumber supplies in the Middle West, with large stocks of lumber ranging from big timbers to small wood mouldings—some 5,000 items.

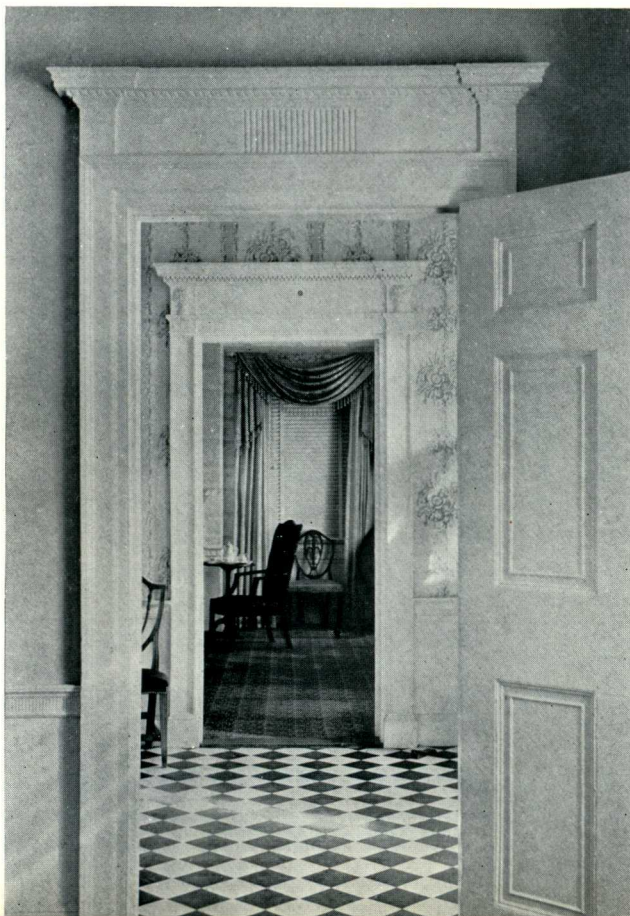




The Blair House

Williamsburg houses have become world-famed for their individual architecture—of which the Blair House, erected during the years of 1745 and 1746, is an outstanding example. One of the town's earliest homes, it was first occupied by John Blair, a member of the House of Burgesses. Note the narrow dormers and large decorative chimney.

With his designing of the Pingree House in 1804, Samuel McIntyre probably reached the peak of his career. His careful attention to motif and detail is expressed in these doors and doorways, as well as the sense of exquisite proportion which gained for him a fine reputation well deserved. His were notable contributions to the popularity of wood as a lasting medium for beauty.



This doorway, typical of conservative early American design, is the entrance to the Longfellow House, in Cambridge, Massachusetts. It was built in 1759 by Major John Vassal, a Tory, who was deprived of its use in 1774; and General Washington made it his headquarters in 1775. Here Longfellow lived from 1837 until his death in 1882, and here he wrote the greater number of his poems.

ing quarters to accommodate the increasing thousands of sailors under enlistment or already in training. Working closely with the contractors, who had the job of "accomplishing the impossible"—and that in record time—Hines so arranged their truck deliveries as to dovetail with actual construction operations. In the Main Yard planing mill heavy foundation timbers were planed and cut to size, so that they fitted together exactly on the job; and the remainder of the lumber was carefully assembled and spotted on the construction site only a few feet from where it was to be used. This procedure enormously expedited the work, and resulted in a time-saving of at least seven or eight precious weeks. In less than ninety days—working day and night, Sundays and holidays—Hines delivered more than 8,000 truckloads, and made the 45-mile haul from the Main Yard in exact timing with contractors' working schedules. This achievement in the procuring, assembling, remanufacturing, and delivery of an enormous amount of lumber stands without an equal—and is a war-emergency chapter in our service history of which we are genuinely proud.

Thus has the foresight of long experience in weathering previous wars, panics, and emergencies, enabled this company—not only at Great Lakes, but at Camp Edwards, Camp Custer, Camp Grant, Camp Knox, Camp Benjamin Harrison, and on scores of other military projects—to render a service truly in keeping with America's needs.

In meeting those needs, not only our own personnel, but the public and all industries everywhere, have had to make



The Edward Hines Lumber Co. has been a pioneer in promoting the use of dry, stabilized lumber in construction. In the Chicago market the retail organization has met with great success in gaining wide acceptance for Hines Precision Lumber—a special selection, which is not only dry, but also measures up to certain rigid specifications for strength. A quick and sure method of determining the moisture content of lumber is the electric moisture meter which acts on the principle that wet lumber conducts electricity better than dry lumber. Each piece of Hines Precision Lumber is tested before it leaves the yard, and reinspected by independent Chicago Lumber Institute engineers on the job, to see that the moisture content is not over 12 per cent. Use of such lumber avoids weakening and damaging of structures through shrinking and warping.

inevitable sacrifices. Wartime is no respecter of individuals, organizations, or nations. But all wars pass. Even this which overshadows our Fiftieth Anniversary year will ultimately go the way of evil in every age. And with the resumption of normal living will again be ushered in an era of expanded home-building, and increased opportunities for the construction industry, as rewarding as it will be welcome. It will be an era magnificently worth all our efforts to restore!

Just as the Hines mill in Oregon keeps lumber under cover from the log to the freight car, the Hines retail organization insures delivery of a better product by keeping its stocks under roof. This

view of one corner of the big storage shed at the Main Yard, which is large enough to accommodate a string of freight cars, gives you some idea of the wide variety of lumber items carried in stock.





In the early days in Wisconsin, white pine was cut out of the forests, leaving hemlock, birch and other hardwoods as unmarketable. In 1912, Hines started to harvest those species, and through progressive manufacturing and marketing methods has provided steady payrolls for over a generation.

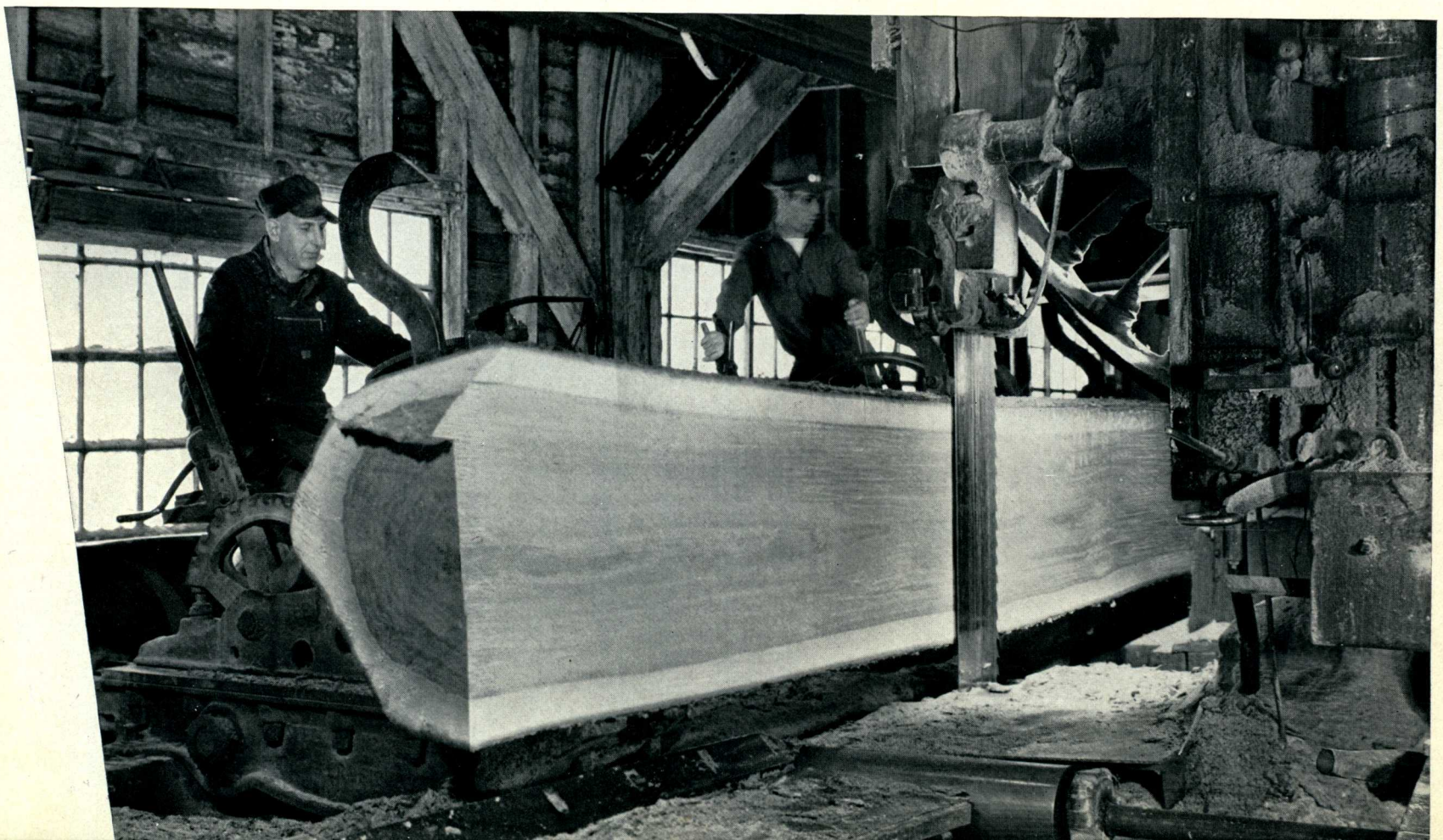
“MAHOGANY OF THE NORTH”

SUCH, among the nation's better furniture manufacturers and woodworking shops, is the engaging phrase by which Hines has promoted the famous birch lumber which, with northern hemlock and other hardwoods, is produced at its Park Falls, Wisconsin, plant. Were you sky-traveling, and thus able to seize in a glance the panorama of these operations, you would see railroad sidings, cars, piled yards, and a busy mill, picturesquely set off by the silver reaches of the Flambeau River—famous as the home of the “fighting muskie.” Flambeau, or “lighted torch,” is indeed emblematic of the personnel spirit at Park Falls, many of whose workers can look back over thirty years of continuous service. Certainly nowhere else in the far-flung Hines organization are industry and loyalty more evident to any observer.

Here is carried on an enterprise perhaps best known for its output of birch—whose trees are cut in the dead of winter, when the sap is not flowing, and yield a rich, red, soft-textured wood, beautifully grained, which deservedly places it at the top of American hardwoods. Of no less importance, maple, elm, basswood, and ash—nature's finest among hardwoods—add to the production of this plant. “Old Faithful” hemlock, so long ignored, now ranks first, by virtue of proper manufacturing and seasoning, as a construction wood of wide acceptance in its own native Wisconsin.

Each hardwood log is so sawn that it retains full thickness after careful kiln-drying, thus giving sufficient tolerance for further processing into artistic furniture, paneling, or interior

This big birch log begins a more useful life in its prime. Recent growth rings are very close together—sure sign that the tree was ripe, mature and had practically ceased growing. To leave such a tree in the woods, is to waste it; for in a few years it would have died and started to decay, and become just a windfall.



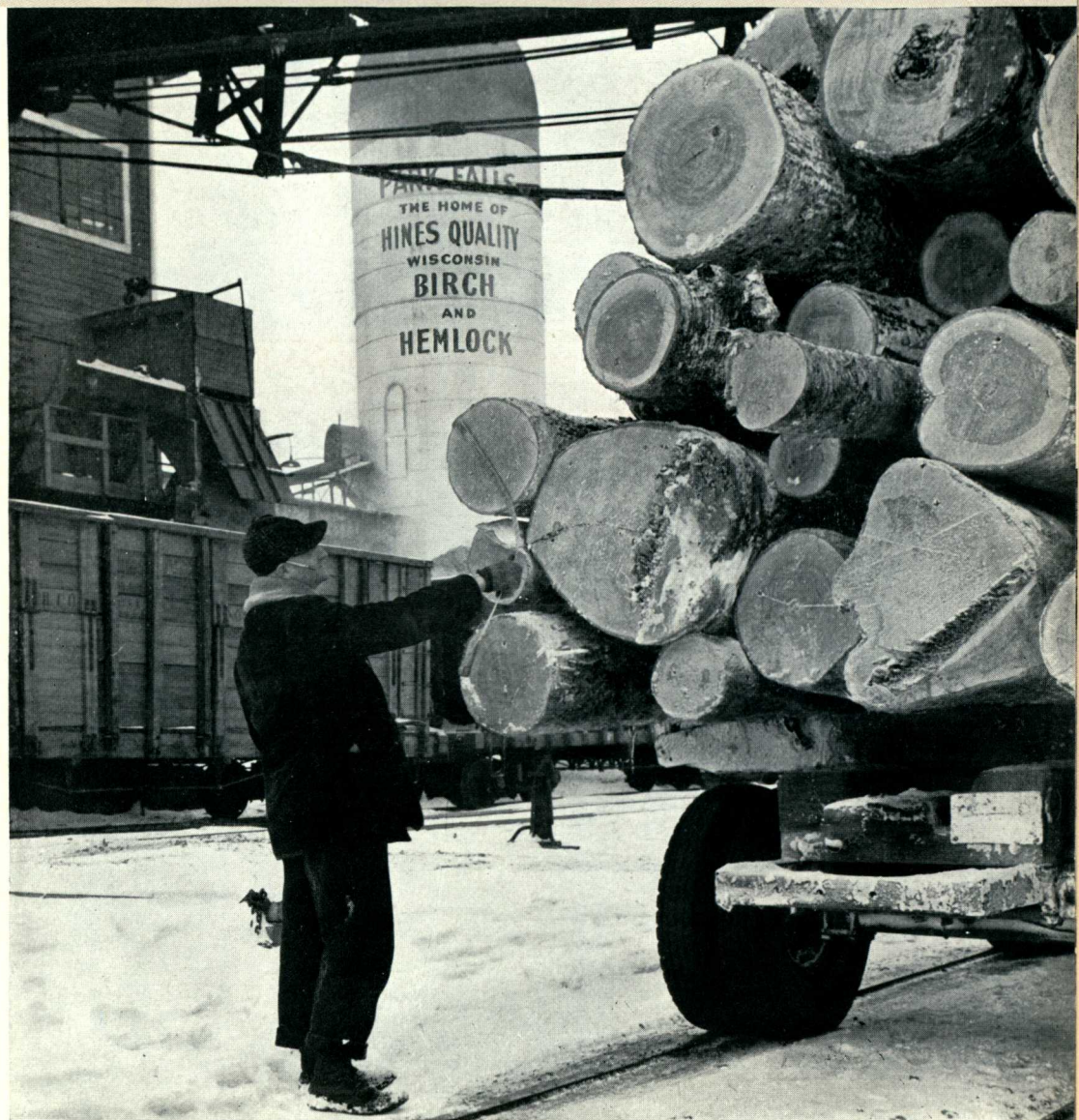


Many of the men in this group can look back to the rough, tough days of white pine logging three and four decades ago. Thanks to Hines' early interest in the promotion of safety, these veterans have been able to live a life of steady employment unhandicapped by serious injuries. Now, as safety captains, they meet reg-

ularly to discuss ways and means of protecting the lives and bodies of their fellow workers in the always potentially dangerous work of lumbering and sawmilling. It has been through their efforts that the Park Falls mill has earned a nationally renowned safety record through contests involving many sawmills.

trim. Fine as the product, moreover, are the skill and spirit of the men themselves. Were you to visit the general manager's office at Park Falls, you would appreciate what we mean. For there he would point out to you the handsome plaque hanging on its wall, headed "No-Accident Contest Trophy."

This is a national award of the Safety Engineering Department of Employers Mutuals, won by our Park Falls organization for three successive years, "for the achievement of the management and employees in the conservation of life, health and happiness through the elimination of accidents." Thus have Hines practices not only minimized hazard in the purchase of quality lumber, but in its production, as well.

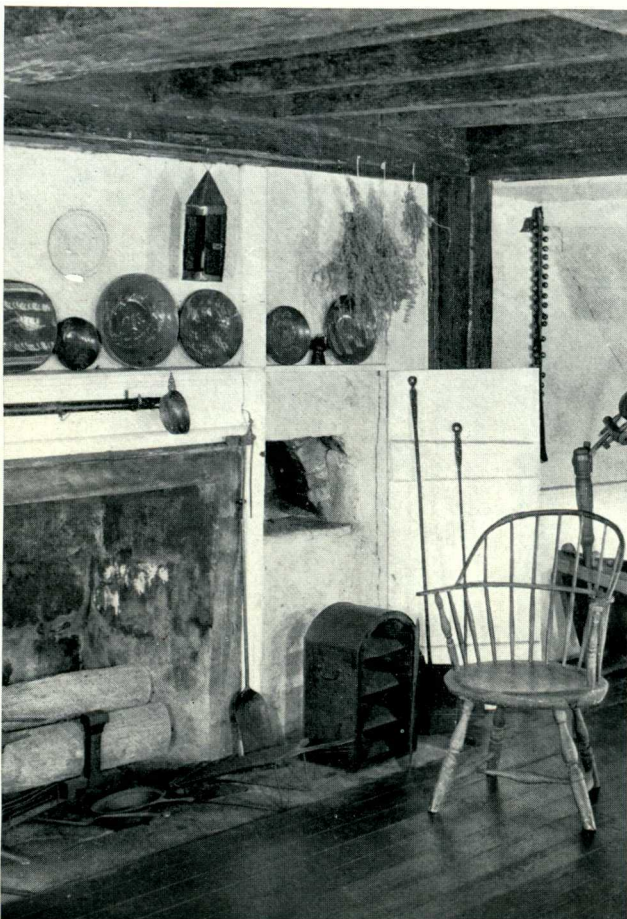




Pardee-Morris House

A stone basin, found near the old well, bearing the inscription "J. M. 1688," indicates this home's approximate building date. The original structure was burned by the British in 1779, and rebuilt in 1780. The combination of stone and wood siding—so well liked today—gives this house a distinctly modern appearance.

Of great interest to visitors in the Pardee-Morris House, located at Morris Cove, New Haven, Connecticut, is this huge basement kitchen with exposed oak beams. Cooking was done in the fireplace, and in the Dutch oven to its right. Seven other large stone fireplaces were used for heating.



This pine-paneled living room on the first floor of the Pardee-Morris House might easily be a part of a contemporary home. The exceptional charm of the simple, yet tasteful, use of wood is a feature that has been duplicated with wonderful effect in thousands of houses in America in the last few years.

INNOVATIONS IN RETAILING

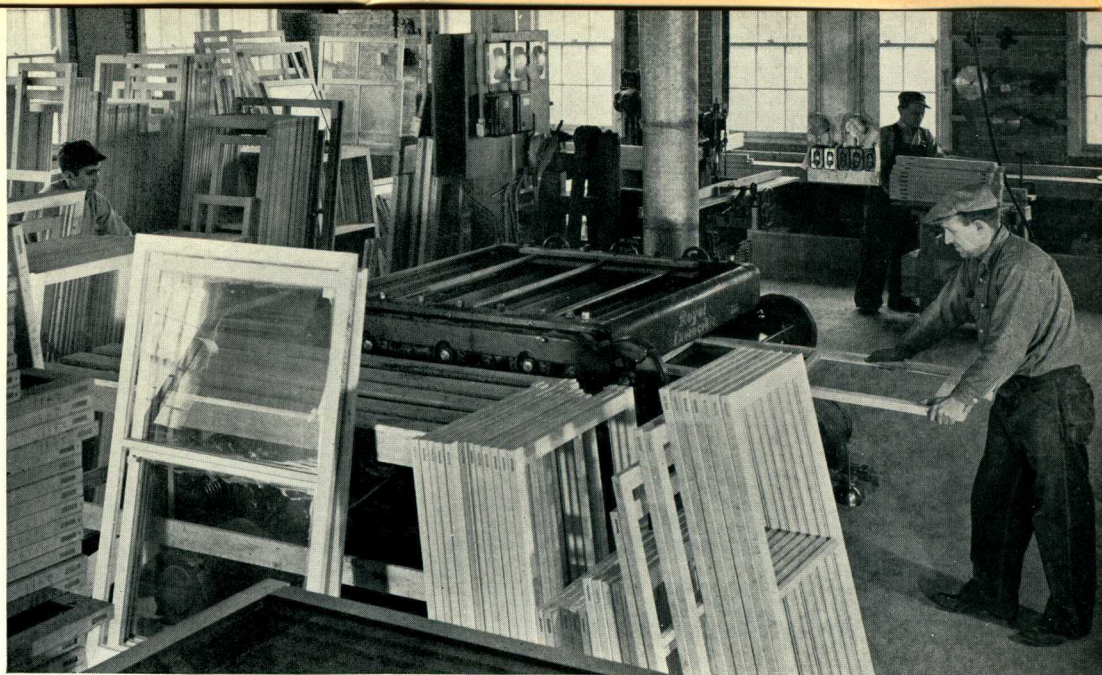
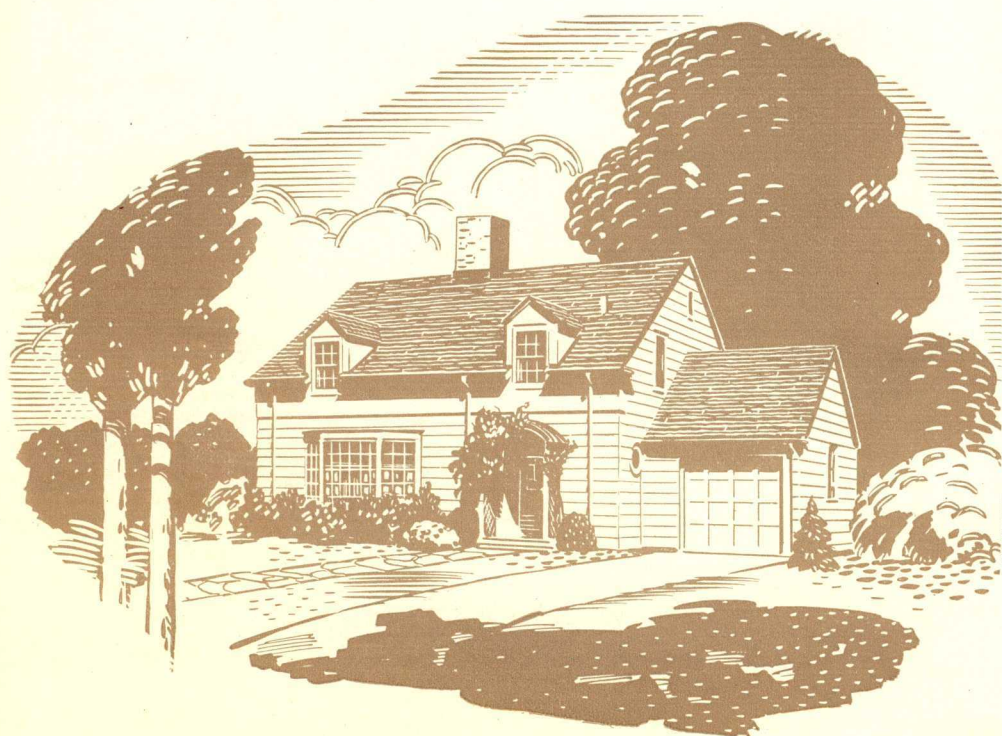
THE retail conditions of fifty years ago were as un-modern as the time itself. A small office; a small shed for finish-lumber storage; a yard where supplies were piled in the open . . . all three located in some out-of-the-way corner of town near a railroad track. Transportation was still undeveloped, and the most the old-time lumber dealer could offer his customer was the products of local mills.

As Edward Hines himself early expanded his wholesale operations to make available the products of widely scattered mills and forests, the dealer was presently able, in line with improved rail facilities, to stock a greater variety of species. Eventually, too, perfected kiln-drying rendered his drying yards unnecessary. Here again, Edward Hines pioneered a forward step by advertising "under cover" stock which the dealer could supply to his customer clean, bright, and unaffected by the elements.

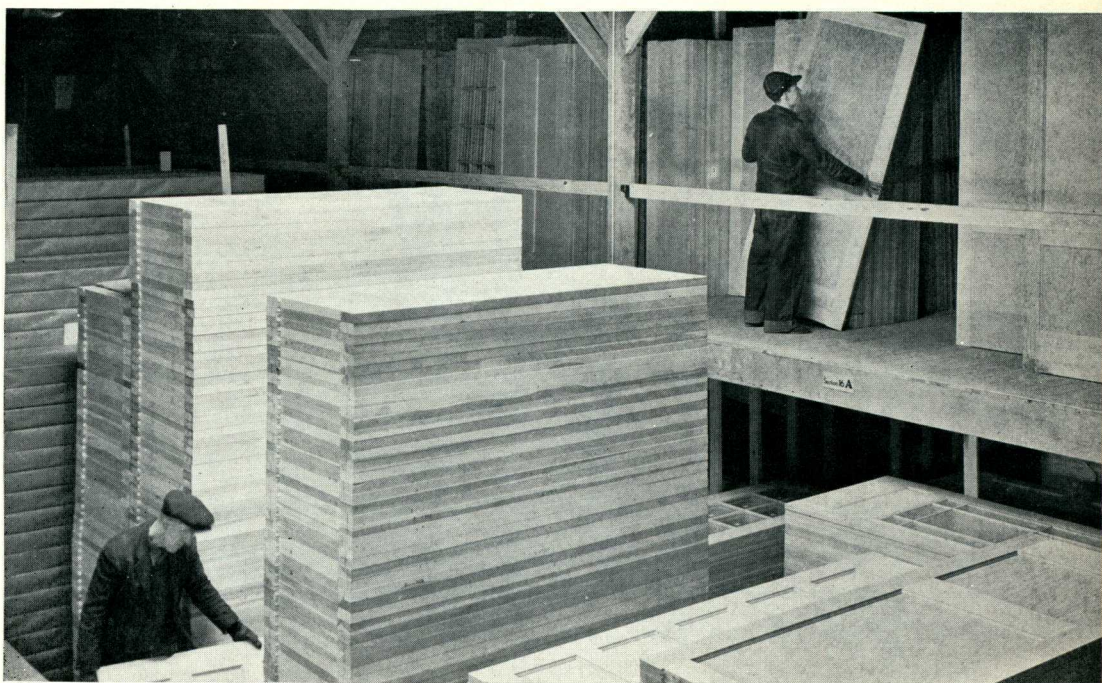
Came finally—following World War I—the "complete line" lumber yard, featuring such millwork items as mouldings, doors, and windows, as well as wallboard and roofing. With typical progressiveness, Edward Hines Lumber Co. was one of the first to stock insulation, and steadily expanded its business to include many allied building supplies and specialties for the home.

Today, Hines retailing in Chicago embraces a city-wide and suburban service system of twenty-two neighborhood yards. Each branch is managed and operated as a separate unit by a capable manager of long experience with the company.

He is encouraged to use individual initiative, as though he was operating his own business; and because they benefit by the large buying facilities and managerial direction of the company as a whole, Hines yards are in a position to give a superior brand of service to their customers.



The services of the Edward Hines Lumber Co. are truly a "forest to you" operation. In the shops at the Skokie Warehouse, and at the Custom Millwork Division, Hines assembles and manufactures windows, doors, mouldings and other millwork made from Hines Ponderosa Pine cut in Oregon.



Large, complete stocks of millwork, insulation, wallboards, and other lumber yard specialty items, provide a reserve supply, not only for Hines' own twenty-two retail yards, but also for hundreds of other lumber dealers in the three-state area surrounding Chicago, who obtain their supplies from Hines.



KEEPING FAITH *with* *America's Future*

THIS VERY TREE which you see the forester marking for removal will be devoted to our all-out war effort. To us, the purpose of its sacrifice is clear. It is to defend the system of free, private enterprise whose existence made it possible for our founder and his successors not only to build up an enduring business, but to give gainful employment to thousands of other men and women . . . each, in turn, privileged to work out his or her own destiny unhampered.

Nothing except the complete maintenance of that "free American way" will permit us, or any other organization in the vast fabric of modern trade, to survive. To provide for Americans greater future employment opportunities would be an impossible accomplishment under the system of feudalistic force which we are now fighting. This fact we must face realistically, and defend to the last man—or forfeit forever the American ideals of existence. . . .

In its forests, this nation possesses the only natural resource that is ever-living, ever-growing, and ever self-renewing. It is its one reservoir of wealth from which—rationally withdrawn by man—shelter, fuel, food, furniture, paper, medicinal products, can flow in perpetuity. In the most literal sense, America's trees represent America's fortune and future.

While these, along with every other available resource, are today being devoted to the needs of war, once those needs are met and the war won, Edward Hines Lumber Company will, at every opportunity, pursue the policy—endorsed by all farsighted forestry-men—of cooperation with government agencies in a program to conserve as well as to consume. In such faith-keeping with the future—in thus respecting the rights of generations yet to come—science and research will play their inevitable part. Markets will expand, methods improve, new uses multiply, today's good become tomorrow's better . . . all to the end that America's forest products may best serve America's people.

To that purpose our resources are completely committed. And based on the fifty years of achievement already past, this company's contribution to America's future will be worthy, both of that past, and of the democratic principles which have enabled its existence and consistently promoted its success.

EDWARD HINES LUMBER CO.
Chicago, Illinois

